



FACTBOOK

2015

JOINT SPECIAL OPERATIONS UNIVERSITY

JSOU.SOCOM.MIL





FUTURE HOME OF JOINT SPECIAL OPERATIONS UNIVERSITY | SUMMER 2016

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LETTER FROM THE PRESIDENT



I am proud to present the Joint Special Operations University’s (JSOU) Academic Year 2015 FactBook, our annual summary of courses, enrollments and achievements. As stakeholders in SOF education, my intent is to provide you the focus and scope of our activities for your analysis and feedback. In my opening remarks to our students, I remind them that JSOU is their learning institution and, as such, they must be involved in the “what” and the “how” of our teaching. I urge you to do likewise and participate in shaping JSOU to be the university our special operations community expects!

Academic Year (AY) 2015 saw a leveling of the remarkable growth JSOU has experienced over the past 5 years. While total attendance increased by over 1,000 students (+10%), this is due primarily to a corresponding enrollment increase in courses conducted exclusively through on-line distance learning. While I remain committed to a “blended learning” format for most curricula, this increase was welcomed and

indicates a trend I plan to continue. Student contact hours confirm a similar leveling trend although contact hours from students in traditional resident courses increased considerably (+35%). This can be attributed to two factors, an increase in the number of formal course offerings (now at 52 with more in development) and the conversion of several mobile education team (MET) programs into formal courses. Overall, we averaged a solid 34 hours per student for all scheduled activities (excluding distance learning), a 10% increase from the previous academic year.

A major AY15 success was the establishment of a Design Thinking academic program. This was tasked by the US-SOCOM Commander in January 2015, and quickly evolved into a three course curriculum. Enrollment rose steadily throughout the year with several SOCOM Directors, Components and TSOCs requesting mobile team versions for their staffs and leadership. All were well received and I anticipate demand for these courses will increase significantly in AY16. On the accredited curricula side, two new certificates are under development: the 4-course Advanced Special Operations Intelligence Certificate and the 3-course Advanced SOF Chaplaincy Certificate. Both will award postgraduate level credit and have pilot courses scheduled in AY16. These are in addition to the Foundations of SOF Certificate that continues to be popular and is currently under review by Norwich University for partial inclusion into their Masters of International Relations program.

Education for the SOF enlisted force continues to thrive. A complete re-look and update of the Joint SOF Senior Enlisted Academy curricula was accomplished in record time and full implementation is scheduled with Class 20 entering in early AY16. This complete revision provides an improved student centered curriculum, adds an organizational leadership “Capstone” project and emphasizes the senior enlisted leader’s role in the future SOCOM enterprise. It also facilitates better integration of International students into the course and increases familiarization with Preserve Our Force and Families (POTFF) programs. Demand for the Career Education Program on-line courses for E6 and E7s (CEP 1, CEP2) continues to grow and both will be fully reviewed and updated in AY16. Summit continues as the “keystone” of SOF senior enlisted education, as demonstrated by most Component and TSOC Senior Enlisted Leaders counted among its alumni.

The JSOU International Engagement curriculum continued to support all Theater SOC’s with total enrollment remaining just under 2,000 international students from 71 OCONUS courses and 8 local courses. Of note was JSOU’s leadership in several key programs, including the Principles of Resistance in Modern Warfare seminars for SOCEUR, a series of Strategic Seminars with Colombia’s Centro Regional de Estudios Estratégicos en Seguridad (or CREES), the Fuerzas Comando Senior Officers Seminar in support of SOCSOUTH and the SOCNORTH Regional Symposium on Combatting Transnational Organized Crime. JSOU developed and was approved for a fourth Counterterrorism Fellowship Program (CTFP) course, aimed at the GO/FO levels, to complete a career-long array of CbT focused courses. In early AY15, JSOU was formally admitted as a NATO Partnership Training and Education Centre (PTEC) and was successfully reviewed for formal NATO accreditation of our International Courses.

During the Summer 2015, JSOU re-established the SOF Education Conference as an annual event, the first held in four years. This education “workshop” was opened by General Votel and provided a forum for bringing together SOF educators to discuss priorities and methodologies. This year’s theme was Providing Innovative Education through Unlimited Access Learning, a prelude to operating effectively in JSOU’s new academic facility. Although occupancy of the new facility was expected in the Fall 2015, current estimates for opening have slipped until mid-2016. However, as the structure takes final shape, it promises to be a significant addition to USSOCOM’s growing education capability, providing an ideal venue for a variety of courses, seminars, workshops and professional development activities for many years to come.

The process for postgraduate level accreditation continues as a high priority although slightly behind the anticipated pace. A major hurdle was overcome in August 2015 when the Special Operations Command Requirements Board (SOCREB) approved the JSOU 2.6 concept, the transformation of JSOU into a postgraduate accredited institution. This was further endorsed at a later SOCREB that approved the manpower growth required to maintain higher level accreditation, develop the corresponding postgraduate curricula and provide the support functions necessary to operate effectively in the new facility. Directly supporting these efforts is the phenomenal growth in the US-SOCOM Library, now operated by JSOU. With over 15 scholarly databases, 9,000 collection items and a growing on-line and e-book capability, it provides a SOF-wide enterprise resource. Combined with sufficient funding already programmed for FY16 and FY17, the opening of the new JSOU Academic Building and a revised JSOU Charter currently in staffing, AY16 will see the culmination of years of planning and the fulfillment of the JSOU vision described by all previous USSOCOM Commanders.

Dr. Brian A. Maher, SES
President



JSOU faculty and staff | September 2015

JSOU STAFF PHOTO

ABOUT JSOU

JSOU Mission

To prepare Special Operations Forces (SOF) to shape the future strategic environment by providing specialized joint professional military education, developing SOF-specific undergraduate and graduate-level curriculum and by fostering special operations research, analysis and outreach in support of United States Special Operations Command (USSOCOM) objectives.

JSOU Vision

The first choice for special operations education and knowledge throughout the world.

A globally recognized academic institution that serves the entire Department of Defense (DOD) as the center of excellence for special operations learning and research. This vision is achieved by maintaining the high standards of an accredited academic institution, delivering high-quality and relevant instruction when and where needed, retaining a highly credentialed faculty proficient in multiple teaching methods, and by rapidly adapting to a changing global environment. The result is a career-long framework of joint SOF education that significantly improves the intellectual competence of the total special operations force to successfully perform its current and future missions.

SOF Education Network



1. Naval Postgraduate School; Monterey, CA
2. Naval Special Warfare Center; Center for SEAL & SWCC; Coronado, CA
3. U.S. Army Sergeants Major Academy; Ft. Bliss, TX
4. Army Command & General Staff College; Ft. Leavenworth, KS
5. Air Command & Staff College; Air War College; Air Force Senior NCO Academy; Maxwell AFB, AL
6. U.S. Air Force Special Operations School; Air Force Special Operations Air Warfare Center; Hurlburt Field, FL
7. **Joint Special Operations University; MacDill AFB, FL**
8. John F. Kennedy Special Warfare Center & School; Ft. Bragg, NC
9. Marine Corps Special Operations School; Camp Lejeune, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School; Norfolk, VA
11. Marine Corps Command & Staff College, Marine Corps War College; Marine Corps University; Quantico, VA
12. National War College, The Eisenhower School, College of International Security Affairs; National Defense University; Ft. McNair, Washington, DC
13. U.S. Army War College; Carlisle, PA
14. College of Naval Command and Staff, College of Naval Warfare, U.S. Navy Senior Enlisted Academy; U.S. Naval War College; Newport, RI

Not shown: NATO School, Oberammergau, Germany and the NATO SOF School, Bruges-Chievres, Belgium

FEB 2014



DEC 2015



USSOCOM Education Vision

Education and training are the cornerstones of readiness. The Commander's Education and Training Guidance provides guidance and conveys CDRUSSOCOM priorities and goals necessary to build and maintain a well-trained and professionally educated force that sets the standard for quality within the DOD. Success in building the global SOF network is directly linked to the demonstrated professionalism of our entire force. For USSOCOM to succeed, we must become more intellectually agile and better prepared to operate in the complexity of the globalized, multinational, interagency environment.

USSOCOM DIR 621-1, 18 April 2014

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic and adaptive professional education opportunities via existing joint and service Professional Military Education (PME) programs or through developing and delivering SOF-unique programs. The JSOU campus is just north of the MacDill Air Force Base Visitor Center and the main gate entrance at 6701 South Dale Mabry Highway, Tampa, FL. JSOU

liaisons are at or near SOF component headquarters in the Washington, DC, area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and North Atlantic Treaty Organization (NATO) SOF Headquarters, Belgium. JSOU also conducts a Mobile Education Team (MET) program for educating students worldwide. Contact the university for more information on how JSOU can tailor a course to meet your unit's specific educational needs. (jsou.socom.mil)

Leadership



Dr. Brian Maher
President



Col John Murphy
Vice President



CSM John Campbell
Command Senior Enlisted Leader



CSM Francisco Melendez-Acevedo
Commandant, Enlisted Academy



Dr. Homer Harkins
Dean of Academics



Mr. George McNair
Director, Center for Continuing Education



Dr. Kenneth Poole
Director, Center for Special Operations Studies and Research



Mr. Boyd Ballard
Dean, College of Special Operations

JSOU SOF Chairs

Col Andrew Nielsen, USAF
National Defense University

LTC Gregory Reck, USA
Marine Corps University

Mr. Michael Bennett
Joint Forces Staff College

COL Guy LeMire, USA
Naval Post-Graduate School

JSOU Fellows AY16

DISTINGUISHED SENIOR FELLOWS

Chuck Cunningham
Lieutenant General, USAF, Retired

Dell L. Dailey
Ambassador at Large, U.S. Department of State, Retired,
Lieutenant General, USA, Retired

David Hopley
Officer of the Most Excellent Order of the British Empire, Colonel, Royal Marines, Retired

Wade Ishimoto
Highly Qualified Expert, Former Special Assistant to the Deputy Under Secretary of the Navy, Retired

Frank Kearney
Lieutenant General, USA, Retired

Phil Kensinger
Major General, USA, Retired

Paul E. Lefebvre
Major General, USMC, Retired

James R. Locher III
Former Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

Tom Matthews
Major General, USA, Retired

Hector Pagan
Brigadier General, USA, Retired

David Passage
U.S. Ambassador, Retired

James Q. Roberts
Senior Executive Service, Office of the Secretary of Defense (OSD), Assistant Professor, Strategic Leadership and OSD Chair, Eisenhower School, National Defense University

Pete Schoomaker
General, USA, Retired

Michael Spigelmire
Lieutenant General, USA, Retired

Donny Wurster
Lieutenant General, USAF, Retired

SENIOR FELLOWS

Juan Alvarez
Colonel, USAF, Retired

Roby Barrett
Ph.D., Middle Eastern and South Asian History, Former Foreign Service Officer

James Forest
Ph.D., Higher Education Administration

Thomas Henriksen
Ph.D., History

Russell Howard
Brigadier General, USA, Retired

Will Irwin*
MMAS, Lieutenant Colonel, USA, Retired

William Knarr
Ed.D., Adult Education, Colonel, USA, Retired

Paul Lieber*
Ph.D., Communications and Public Affairs

Bill Mandrick
Ph.D., Philosophy (Ontology), Colonel, U. S. Army Reserve

Pete McCabe*
Ph.D., Political Science, Colonel, USAF, Retired

Bill Mendel
Colonel, USA, Retired

James F. Powers, Jr.
Colonel, USA, Retired

Celina Realuyo
MBA, Professor of Practice,

William J. Perry Center for Hemispheric Defense Studies

Chuck Ricks
M.S., English
Lieutenant Colonel, USA, Retired

Linda Robinson
Public Policy Scholar, Wilson Center

Greg Salomon*
MSSI, MMAS, Colonel, USA, Retired

Richard Shultz
Ph.D., Political Science

Jessica Turnley
Ph.D., Cultural Anthropology

Konrad Trautman
Colonel, USA, Retired, National Intelligence University And Defense Intelligence University Chair to USSOCOM

Chris Varhola
Ph.D., Cultural Anthropology, Colonel, U. S. Army Reserve

Harry R. (Rich) Yarger
Ph.D., History, Colonel, USA, Retired

* Denotes a Resident Senior Fellow

ASSOCIATE FELLOWS

James Dariusz Dachowicz
Colonel, Polish Army, Ph.D., Former Commander 1st Special Regiment, Polish Special Operations Command

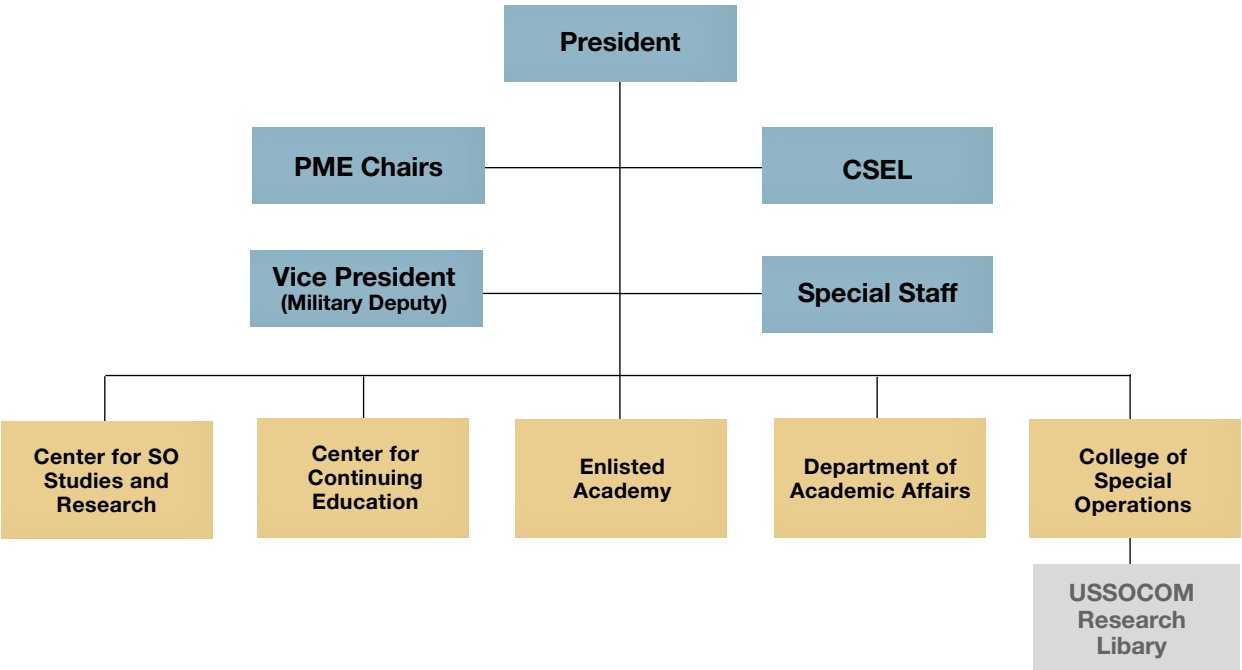
Anderzej Dylong
Colonel, Polish Army, Ph.D., National Security, Senior National Representative to USCENTCOM

James Kiras
Ph.D., Strategic Studies

Alvaro de Souza Pinheiro
Major General, Brazilian Army, Retired

Robert Spulak
Ph.D., Physics and Nuclear Engineering

Organization



Faculty and Staff

To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, guest lecturers, and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people.

JSOU’s active duty military personnel are assigned by USSOCOM or the service components. Reserve component military personnel serve in whatever way best supports the organizational mission as directed by JSOU leadership. Government civilians are hired through the U.S. Civil Service personnel system, and non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific education support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to support mission and unit administration positions. Government civilians and civilian contractors also fill both education and support roles. Personnel funding is obtained from standard and nonstan-

dard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by limited grants or unfunded requirement requests. All faculty members attend the Faculty Development Course (FDC) or an approved substitute course. The FDC prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as: instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

- Instructor:** Complete the Faculty Development Course or be granted a waiver by the Dean of Academics. In addition:
- Certified to teach at least one JSOU lesson.
 - Complete 12 continuing education units (CEU) each academic year.
 - Complete the online instruction module of the FDC if teaching online or blended learning courses.
 - Annual instructor evaluation.
 - Maintain faculty folder.

Senior Instructor: Complete all the requirements of an Instructor in addition to:

- Certified to teach five JSOU lessons.
- Record 100 hours of classroom instruction at JSOU.
- Instructor evaluation score of 90 or higher on last two evaluations.
- Department director recommendations.

Master Instructor: Complete all the requirements of an Instructor in addition to:

- Five years of teaching experience (may include experience outside of JSOU).
- Senior instructor for one year.

- Record 200 hours of classroom instruction at JSOU.
- Obtain a nationally recognized teaching certification.

Certified Higher Education Professional

A Certified Higher Education Professional (CHEP) certification recognized employees of career education institutions who strive for excellence in their respective positions. Through completion of educational programs, individuals have enhanced their skills necessary to deliver the highest quality education to diverse student populations. The programs are designed to increase strategies for teaching and learning in adult educational environments, techniques for engaging and motivating students of various learning styles, and methods for improving both retention and student learning outcomes.

JSOU Executive Staff					
Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Campbell	John	CSM	Command Senior Enlisted Leader	Instructor	Bachelors
Leonard	Kay	GS-13	Protocol	Instructor	Associates
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Trautman	Konrad	DISL	NIU/DIA Chair	Instructor	Masters
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Masters
Reck	Greg	LTC	SOF Chair, MCU	Instructor	Masters
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Masters
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Masters

Command Staff					
Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Murphy	John	Col	Vice President	Instructor	Masters
Angle	Doug	GS-14	Director, Education Technology/CIO	Instructor	Masters
Brixie	Richard	GS-12	Facility Manager	*	Some College
Chonsky	April	GS-11	Logistics Manager	*	Bachelors
Jensen	Marylee	CTR	Budget Analyst	*	Bachelors
Kilgore	Joe	GS-14	Chief of Staff	Master +	Doctorate
Ortiz	Jose	GS-11	Security Manager	*	Bachelors
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Rivera	Victor	CTR	Visitor Control Center	*	Bachelors
Salley	Herman	CTR	Visitor Control Center	*	Some College
Scholten	Leonila	GS-9	Personnel Liaison	*	Bachelors

** Indicates Staff Member/FDC not required*
+ Indicates Certified Higher Education Professional (CHEP)

Tyler	Don	GS-14	Contracting Officer Representative	Instructor	Masters
Whittington	Carolyn	GS-12	Budget Analyst	*	Bachelors

Department of Academic Affairs					
Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Harkins	Homer	GS-13	Dean of Academics	Master	Doctorate
Armour	Spencer	GS-13	Director, Information Technology	*	Masters
Ashford	Guy	GS-7	AV Production Technician	*	Some College
Burroughs	Lana	CTR	Graphic Artist	*	Bachelors
Carson	Kathryn	CTR	Lead Academic Counselor	Instructor	Bachelors
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Masters
Dixon	Charles	CTR	SharePoint Developer	*	Bachelors
Edwards	Eddie	GS-13	Institutional Research Analyst	Instructor	Masters
Hersey	Scott	CTR	Instructional System Specialist	Instructor	Masters
Jones	Olander	GS-9	Registrar	Instructor	Masters
Maldonado	Michelle	CTR	Registrar	Instructor	Bachelors
Meade	Shannon	GS-13	Associate Dean, Director Institutional Effectiveness	Instructor	Masters
Mister	Jarvis	CTR	Systems Administrator	*	Bachelors
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelors
Sanicola	Robert	CTR	LMS Administrator	Instructor	Bachelors
Saunders	Percy	CTR	SharePoint Administrator	*	Masters
Shiver	Joseph	GS-13	Faculty Development	Master +	Masters
Taylor	Michael	GS-12	Director, Office of Admissions	Senior	Masters
Tyler	Katherine	GS-13	Director, Distance Learning	Senior +	Doctorate
Warrilow	Christina	CTR	Student Services	*	Bachelors
Williams	Parrysh	CTR	AV Engineer	*	Bachelors
Womack	Faith	GS-13	Instructional Designer	Instructor	Doctorate

JSOU Enlisted Academy					
Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Melendez-Acevedo	Francisco	CSM	Commandant	Instructor	Bachelors
Abbott	Debra	CTR	JSOU-EA Instructional Designer	Instructor	Doctorate
Ammen	Tipton	GS-12	JSOFSEA Instructor	Master	Bachelors
Bailey	Brian	CTR	Joint Fundamentals Instructor	Master	Bachelors
Bailey	Marc	SOCM	JSOFSEA Instructor	Instructor	Some College

* Indicates Staff Member/FDC not required
+ Indicates Certified Higher Education Professional (CHEP)

Barnhart	Bryce	CTR	JSOU-EA ISD	Senior	Masters
Bequer	George	CTR	Summit Course Director	Instructor	Bachelors
Beyersdorf	Korey	CTR	JSOU-EA ISS	Instructor	Bachelors
Boyles	Daniel	SBCM	JSOFSEA Instructor	Master +	Bachelors
Brown	David	CTR	Joint Fundamentals Instructor	Master +	Bachelors
Caffall	Christopher	GS-13	Chief, Faculty Development	Master +	Masters
Chin	Peter	CTR	Enterprise Management Instructor	Instructor	Masters
Crews	Paul	SGM	JSOFSEA Instructor	Instructor +	Some College
Decker	Steve	CTR	Joint Fundamentals Instructor	Senior	Bachelors
Disbennett	Shawn	MGySgt	Chief of Academics	Instructor	Some College
Dolasky	Kent	CTR	Enterprise Management Instructor	Master +	Masters
Colucci	David	SFC	Operations	Instructor	Some College
Egan	Thomas	SOCM	Deputy Commandant	Instructor	Bachelors
Foster	Matthew	CTR	JSOU-EA ISD	Instructor	Masters
Gamache	Bob	CTR	JSOFSEA English Professor	Master	Masters
Giger	Ronald	CTR	Joint Fundamentals Instructor	Master +	Associates
Grizzell	Clint	SMSgt	JSOFSEA Instructor	Instructor +	Associates
Hendrick	Christian	SMSgt	JSOFSEA Instructor	Instructor	Associates
Horvath	James	MSgt	JSOFSEA Instructor	Senior	Bachelors
Howell	William	GS-12	JSOFSEA Instructor	Master +	Masters
Jackson	Reginald	CTR	JSOU-EA LMS	Instructor	Bachelors
James	Mark	GS-12	JSOFSEA Instructor	Master	Bachelors
Labuz	John	SGM	JSOFSEA Instructor	Master +	Some College
Lundstrom	Michael	CTR	Summit Instructor	Master +	Bachelors
Miller	Michael	SGM	Joint Fundamentals and Enterprise Management Course Director	Instructor	Associates
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Masters
O'Keefe	Shannon	CTR	JSOU-EA ISD	Instructor	Masters
Petty	Donovan	MSgt	JSOFSEA Instructor	Instructor +	Some College
Ramon	Rolando	SGM	JSOFSEA Instructor	Instructor +	Some College
Ramos	Antonio	SGM	JSOFSEA Instructor	Instructor	Associates
Rauschuber	Brian	SGM	JSOFSEA Instructor	Master +	Bachelors
Reilly	Brad	SMSgt	JSOFSEA Instructor	Master +	Bachelors
Shreve	Bart	CTR	JSOFSEA Instructor	Senior +	Masters
Slattery	Ryan	CTR	Enterprise Management ISD	Instructor	Bachelors
Smith	Mark	CTR	Enterprise Management Instructor	Senior	Bachelors
Snyder	Dan	SBCM	JSOFSEA Instructor	Instructor	Associates

* Indicates Staff Member/FDC not required
+ Indicates Certified Higher Education Professional (CHEP)

Southworth	John	SGM	JSOFSEA Course Director	Senior	Bachelors
Thomas	Troy	GS-12	JSOFSEA Instructor	Master +	Masters
Topping	Nicole	CTR	JSOU-EA ISD	Instructor	Masters
Ware	Oscar	CTR	Enterprise Management Instructor	Master +	Doctorate
Weaver	Carey	CTR	JSOU-EA ISD	Instructor	Masters
Wolf	Ken	GS-13	Strategic Analyst	Instructor	Masters

Center for Continuing Education

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Center for Continuing Education	Master +	Masters
Armstrong	John	GS-13	Course Director, SOPC	Senior +	Bachelors
Ashing	Jim	CTR	Course Director, CbTNIS	Senior	Masters
Baggott	Sean	GS-14	Course Director, CbTEIS, C/JSOCC, USEP-N/Liaison NCR	Master	Juris Doctor
Binette	Dan	GS-7	Administrative Assistant/IMSO	*	Bachelors
Bogdan	Susy	CTR	Desk Officer, International Education	Instructor	Masters
Boyer	Ricky	GS-13	Course Director, TSOC-Staff Education Course	Senior +	Masters
Brandt	Mark	GS-13	Planning and Operations	Master +	Masters
Breland	Scott	GS-13	Planning and Operations	Instructor	Masters
Brinser	Charles	CTR	SOCAFRICA Desk International Education	Instructor	Some College
Clawson	H. Mark	CTR	Course Director, TSPC	Instructor	Masters
Cobb	Norman	GS-14	Chief, Institute for Senior Education	Master +	Masters
Coker	Steve	CTR	Course Director, USEP Executive / Advanced	Senior	Masters
D’India	Eric	LTC	Deputy, Center for Continuing Education	Senior +	Masters
Doan	Gilbert	GS-14	Chief, Institute for Professional Development	Master +	Masters
Edwards	Blake	GS-13	Course Manager, IMCC & ISNC	Master +	Bachelors
Findlay	Alex	CTR	Program Manager	*	Masters
Jacobs	Christopher	GS-14	Chief, Institute for International Education, SOCPAC Desk	Master	Masters
Jordan	Douglas	GS-13	Course Director, SCM-OC	Master +	Masters
Kaffka	Michael	CTR	SOCEUR Desk, International Education	Senior	Masters
McCaffrey	Kevin	CTR	International Education Support	*	Some College
Navarro	Julio	CTR	Course Director, ISOF, JSOTF and I2WDL	Instructor	Bachelors
LaVigne	Paul	Lt Col	Liaison, NSHQ	Instructor	Masters
Lotarski	Bruce	Maj	Course Director, Non-Standard Logistics	Instructor	Masters
Newton	Richard	GS-13	Course Director, IDT & DTP, SOAPC and SOAIC	Master +	Masters

* Indicates Staff Member/FDC not required
+ Indicates Certified Higher Education Professional (CHEP)

O'Donnell	Kris	GS-13	Course Director, USEP Foundations	Master +	Masters
Pereira	Eon	GS-13	Course Director, Functional Courses	Master +	Masters
Peterson	William	GS-13	Course Director, SOIC & CTFC	Senior +	Masters
Ramthun	Christian	CTR	Course Director, SOCbT/ASOCbT/CVE	Senior	Masters
Ross	Luz	CTR	SOCCENT Desk International Education	Instructor	Masters
Scott	Walker	LTC	Chief, Institute for Planning and Operations	Instructor +	Masters
Shera	Jeff	GS-12	Course Director, PEOS	Senior +	Associates
Smith	Derrick	GS-13	IMSO International Education	Instructor	Masters
Stenger	Laura	GS-13	Course Director, JSOFPCC	Senior +	Masters
Sutherland	Hugh	GS-13	CTFP Manager, International Education	Master +	Masters
Torres	Manny	CTR	SOC SOUTH Desk. International Education	Instructor	Masters
Townsend	Russell	CTR	Course Director, SOCbT/ASOCbT/CVE	Senior	Bachelors
Waller	Harold	GS-13	Course Director, USEP-Foundations	Master +	Bachelors

College of Special Operations

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Dean, College of Special Operations	Instructor	Masters
Bates	Christopher	GS-13	Undergraduate Studies Faculty	Senior	Masters
Bomberger	Rachel	CTR	Director, USSOCOM Research Library	Instructor	Masters
Carroll	Douglas	GS-13	Assistant Dean, College of Special Operations	Senior +	Masters
Chelsea	David	GS-14	JSOU Liaison to NSWC	Instructor	Masters
Craven	Wendy	CTR	PME Visits Program Manager	*	Bachelors
Dempsey	William	GS-14	JSOU Liaison to USAJFKSWCS	Senior	Masters
Garland	Kyle	CTR	Director, PME Support	Instructor	Masters
Grzegorzewski	Mark	CTR	Graduate Certificate Faculty	Instructor	Doctorate
Harig	Curt	GS-13	Undergraduate Studies Faculty	Master +	Doctorate
Harn	Stacy	CTR	Research Librarian	Instructor	Masters
Hensley	Gary	COL	Graduate Certificate Faculty	Instructor	Masters
Mitchell	Robert	GS-13	Graduate Certificate Faculty	Master +	Juris Doctor
Mullins	Laura	CTR	Library Technician	*	Associates
Poucher	John	GS-14	Faculty Lead, Graduate Studies	Instructor +	Masters
Raney	Mark	GS-13	Faculty Lead, Undergraduate Studies	Master	Masters
Rubright	Richard	CTR	Undergraduate Studies Faculty	Instructor	Doctorate
Sager	Steven	CTR	Undergraduate Studies Faculty	Instructor	Doctorate
Searle	Tom	CTR	Graduate Certificate Faculty	Instructor	Doctorate
Wagner	Hilary	CTR	Librarian	*	Masters

* Indicates Staff Member/FDC not required
+ Indicates Certified Higher Education Professional (CHEP)

Center for Special Operations Studies and Research

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Director, Center for Special Operations Studies and Research	Master +	Doctorate
Irwin	Will	CTR	Resident Senior Fellow	Senior	Masters
Lieber	Paul	CTR	Resident Senior Fellow	Instructor	Doctorate
McCabe	Peter	CTR	Resident Senior Fellow	Senior	Doctorate
Nalepa	Robert	GS-13	Editor in Chief, JSOU Press	Instructor +	Masters
Reidy	Frank	GS-13	Deputy Director, Center for Special Operations Studies and Research	Master +	Masters
Wyant	Anna	CTR	Editor, JSOU Press	*	Masters
Zimmerman	Fred	CTR	Editor, JSOU Press	*	Some College

* Indicates Staff Member/FDC not required
+ Indicates Certified Higher Education Professional (CHEP)

Academic Guidance for AY16

Strategic Objective

Support the USSOCOM Commander’s Priorities as stated in The Special Operations Forces Narrative, dated 11 Nov 2014. These are:

- 1. Ensure SOF Readiness
- 2. Help Our Nation Win
- 3. Continue to Build Relationships
- 4. Prepare for the Future
- 5. Preserve of Force and Families

JSOU will fully support the corresponding education objectives and tasks derived from these priorities and remain engaged with appropriate headquarters entities to shape achievable end states and provide tailored academic programs in direct support. Foremost is the Commander’s objective to transform the SOF Enterprise into a learning organization using JSOU as a strategic tool for implementation. As such, JSOU will provide an array of learning activities that foster individual and organizational learning and knowledge, thereby raising the intellectual level and effectiveness of the force.

General Guidance

In Academic Year 2016 (AY16) JSOU will implement the future direction of the Joint Special Operations University during the Period 2015-2025 as validated in the JSOU DOT-

MLPF-P Change Request (DCR), dated 04 Aug 2015. This blueprint will transform JSOU into a nationally accredited learning institution that offers undergraduate through graduate level accredited courses and certificates, NCO professional military education, an agile professional development curriculum that provides career-long continuing education and an academically renowned program of scholarly research, publication, and outreach.

Accreditation

JSOU is an accredited institution. Accreditation is a voluntary method of quality assurance developed by American universities and secondary schools. The accreditation process effectively drives organizational performance by continuously monitoring the improvement of the educational system. Accreditation examines the whole institution, including the programs, the cultural context and the community of stakeholders, to determine how well the parts work together to meet student needs. In 2015, JSOU was granted a five-year re-accreditation with the Accrediting Council for Continuing Education & Training (ACCET). ACCET was founded in 1974 for the purpose of improving continuing education and training and has been officially recognized by the U.S. Department of Education since 1978. In 1998, ACCET became the only recognized accrediting agency to be certified as an ISO 9001-Quality Management System under the international standards established by the International Organization for Standardization and continues to hold that unique status. Since ACCET only accredits to the lower division undergraduate level, JSOU will begin the process of seeking accreditation with the Accrediting Council

for Independent Colleges and School which is a national accrediting agency for programs with a professional occupational focus that award associate, bachelor’s and master’s level credits.

AY15 Highlights and Accomplishments

USSOCOM’s mission has evolved rapidly since September 2001 as has the need for an innovative and educated special operations force. For more than 15 years, JSOU has been working to integrate and transform the educational mission and academic processes to accommodate the ever-expanding changes in the world of special operations. During AY15, JSOU successfully met its goals by tailoring and expanding course offerings, aggressively pursuing faculty development, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased its educational integration with joint and service PME institutions. As JSOU has prepared to move into its new campus, it has transformed its organization and staffing in order to maximize the positive impact on education these new state-of-the-art facilities will provide.

Department of Academic Affairs

The Department of Academic Affairs is responsible for ensuring that JSOU academic procedures comply with Joint Staff and USSOCOM regulation and policy and that all relevant accreditation standards are met and appropriately documented. On behalf of the university, the department submitted a legislative proposal for National Defense Authorization Act (NDAA) 17 to obtain Title-10 hiring authority for select faculty positions which will provide JSOU the flexibility in hiring needed to obtain the best faculty for its rapidly evolving program of courses. This authority will allow JSOU to continue to develop the quality and breadth of its educational capability and best support the USSOCOM Commander’s Priorities.

Academic Affairs consists of five divisions: Admissions, Curriculum Management, Distance Learning, Education Technology, and Institutional Effectiveness.

The Admissions Division kept up with increased demand by enrolling over 12,000 students for distance learning, in-residence and off campus courses, additionally they generated over 400 student transcripts. Student services produced a new student handbook to comply with accreditation standards. The highlight for the division this past year was its lead role in the successful re-accreditation effort with ACCET. The academic resource center continues to shine as over 1500 students received individual counseling which resulted in numerous matriculations through JSOU’s current articulation agreements with Excelsior College, St. Leo University, University of South Florida and Norwich University. The University of Charleston, West Virginia has expanded their agreement to include

accepting JSOU’s graduate level course credits.

The Curriculum Management Division oversaw the development and implementation of curricula for six new courses in AY15 and major revisions for four more. Additionally it initiated development for 11 courses and oversaw general maintenance for 46 courses already in the curriculum. The Faculty Development Division provided instruction to 68 students through the MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and the Faculty Development Course Pilot. In May 2015, a MOIC was conducted at Tabuk, Saudi Arabia, to a group of Saudi officer and enlisted instructors. In AY15, JSOU instituted a three-tier course review process, with 15 courses undergoing a departmental review, 19 going before the curriculum review committee, and 11 undergoing a presidential review. This three-tier review process was commended by ACCET and is being incorporated by that organization as a curriculum best practice.

The Distance Learning Division managed strong growth in JSOU’s blended, fully online and web-enhanced course offerings. In Academic Year 2015, nearly 70 percent of all enrolled JSOU graduates completed a course using the JSOU online platform, known as the e-Campus. JSOU’s first fully online course (Introduction to Special Operations Forces) has grown by 251 percent since going online in 2012, graduating more than 2,500 students in Academic Year 2015. Services provided to online students continue to grow and include academic advising, e-books offered through the library, access to databases and technical assistance. The Distance Learning Division created an online Center for Online Teaching, Learning and Assessment on the e-Campus and a Distance Learning Information Guide on the JSOU Library website, inaugurated monthly Lunch-and-Learn workshops, and established an Online Learning Steering Group.



JSOU STAFF PHOTO

The Education Technology Division maintained computer systems for more than 150 staff and faculty members. The team provided computer and audiovisual support for 14 class, break-out and conference rooms. The division also provided support for day-to-day operations, maintenance, and training support for JSOU Program Executive Offices, directorates, faculty and staff, and information technology support to on- and off-site training classes and conferences. Additionally, the division provided portal management support services by developing, enhancing, and sustaining JSOU webpage, database, and application development servers and providing software support to both JSOU internal and external customers.

The Institutional Effectiveness Division spearheaded JSOU’s reaccreditation efforts with ACCET that led to a five-year re-accreditation certification with 14 of the 29 areas being selected by the re-accreditation team for commendable notations in their report to the ACCET Board of Governors. All 29 areas inspected were rated at or above standards. In addition, the division continued the multi-year process of positioning JSOU for enhanced accreditation that will enable JSOU to award graduate-level credit. As part of our quality assurance program, the division processed over 8,000 student surveys and provided analytical support to JSOU leadership. Lastly, over 400 graphic support requests were completed supporting JSOU operations.

College of Special Operations

In AY15, the College of Special Operations continued to refine its existing course content to better serve the special operations knowledge-seeking community and align the curriculums’ evaluation criteria to be readily recognized as valued college credit by SOF-friendly partner universities. Three new courses were piloted and the requisite analysis and planning for an additional two certificate programs in AY16 were initiated.

Support to the PME community through three new SOF Chairs at the Army War College, Air War College, and Marine Corps University included revised SOF elective materials, new case studies, and funding subject matter expertise in areas relevant to the teaching of special operations in the intermediate and senior service colleges and their programs. Coupled with teaching electives in the Joint Forces Staff College’s Joint and Combined Warfighting School’s JPME II programs in Tampa, FL and Norfolk, VA and the 16 PME visits to HQUSSOCOM the College taught and/or hosted more than 3,200 students, to include several hundred in the general/flag officer and senior civilian executive-level CAPSTONE and APEX programs.

The USSOCOM Research Library stepped up its capability and resources in anticipation of moving into its new facility in 2016. In addition to acquiring several new databases in support of HQUSSOCOM staff, JSOU faculty and student research, the

library purchased a Discovery system capable of conducting searches for information simultaneously across multiple data-bases. Another concerted effort was to electronically catalog all of the library’s holdings as a growing patron list across the SOF Enterprise - from the Service Components to the TSOCS - is requesting and receiving access to the library’s resources online. The physical holdings in the library collection (print and electronic books) were increased by 8 percent.

Enlisted Academy

In AY15, the Career Education Programs (CEP) for enlisted SOF provided joint professional military education to more than 900 personnel in the grades of E-6 through E-9. The Joint Special Operations University-Enlisted Academy (JSOU-EA) is composed of four courses that cover the full continuum of SOF enlisted education from the tactical to the strategic levels. The four courses programs are: Joint Fundamentals, Enterprise Management, Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) and Summit. Funding for the courses is provided through the Five-Year Defense Plan (FYDP), and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

Joint Fundamentals targets the SOF operators and enablers at the entry level (E-6). Taught exclusively through distance learning (DL) over an eight-week period, five times a year, the course program objectives are to develop skills in written, oral and visual communications, generate creative thinking, and evaluate ethical decision making. Students also analyze the history, unique function and the organization of the USSOCOM Enterprise, from the headquarters to the sub-component commands.

Enterprise Management continues to target the SOF operators and enablers at the mid-level (E-7). Taught exclusively through distance learning (DL) over an eight-week period, five times a year, the course objectives are: introduction to organizational leadership and management, the role of USSOCOM at the unit level, and preparing for increased leadership roles in the joint environment.

JSOFSEA continued as the premier senior enlisted academy for the SOF “Warrior Diplomat.” JSOFSEA conducted three iterations supporting all the USSOCOM commander’s SOF Priorities. JSOFSEA continues as a two-phase course providing an academically rigorous curriculum to SOF senior enlisted leaders, preparing them for assignments at the joint level. Focusing on mission-oriented leadership, communications, organizational management, and strategy in each phase, JSOFSEA continues to gain recognition throughout the world for producing a better prepared SOF operator and enabler to lead in any environment. JSOFSEA is currently engaged in revising its curriculum introducing new modules in the Profession of Arms, SOF Leadership



JSOFSEA Class 17 Graduation Ceremony
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and Communications, the Joint Interagency, Intergovernmental, Multinational environment, and Policy to Action. The revision will be completed in AY16.

Summit provides SOF and selected conventional force senior enlisted advisors facilitated learning in mission-oriented leadership and strategic thinking skills, preparing them to effectively advise, lead, and mentor at the operational and strategic level. The course is conducted twice annually with a projected enrollment of 12 to 13 students per course program. Summit is taught in a blended learning format: eight weeks online followed by three weeks of resident and externship learning.

Thanks in part to the team of instructors, designers, and facilitators, each JSOU-EA course is recognized by several colleges for academic credit. Students enrolling with the assistance of the Academics Counselor can earn 13 to 15 college credits for Joint Fundamentals or Enterprise Management upon successful completion. JSOFSEA and Summit have been recognized for upper-level undergraduate and graduate-level credits for their curriculum. These measures provide the SOF operator and enabler additional opportunities to complete a degree through one of the institutions with which the university has entered into articulation agreements.

Center for Continuing Education

The Center for Continuing Education finalized the reorganization in AY15 by transitioning the Institute for Professional Development to the Institute for Staff Education. The four Institutes that encompass JSOU’s continuing education requirements are: Institute for Staff Education, Institute for Planning and Operations, Institute for Senior Education, and the Institute for Global Operations. CCE also proposed to realign select reserve positions within HQ USSOCOM to JSOU in order to augment current instructors with reservists from the Army, Air Force, and Navy. CCE intends to onboard reservists to JSOU to facilitate instruction for AY17.

In AY15, the Institute for Professional Development transitioned to the Institute for Staff Education. The Institute’s primary focus is to deliver courses that prepare personnel assigned to a joint special operations headquarters to operate and function effectively as a member of a joint staff. The institute accomplishes this through a variety of courses that target personnel assigned to specific special operations headquarters and, in some cases, specific special staff functional areas. To maximize student accessibility and professional development opportunities, the Institute offered a wide range of resident and



Articulation Agreement
Signing Ceremony with the
University of Charleston,
West Virginia
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online instruction, as well as off-campus courses conducted by mobile education teams. One of the Institute’s new programs during the year was the development of the Non-Standard Logistics Course, which was requested by the USSOCOM J4, based on requests from units in the field. The Institute also began the development of the Information-Related Capabilities Seminar, which was requested by the TSOCs and which, in different formats, will be presented to both U.S. and partner nation audiences. During AY15, the institute continued to support TSOC education requirements through the TSOC-Basic Education Course and TSOC-Staff Preparation Course (which increased from four iterations in AY14 to six in AY15), as well as the Special Operations Forces Security Cooperation course, the Institute also conducted courses in support of many of the HQ USSOCOM staff sections, such as the Command Surgeon, Command Chaplain, Command Financial Manager, and Command Public Affairs Officer. Additionally, the department continued to reach more students with the Introduction to Special Operations Forces (ISOF) and two other online courses; approximately 4,000 students completed these three courses in AY15.

In AY15, the Institute for Plans and Operations continued to execute the Special Operations Planning Course (SOPC), Special Operations Intelligence Course (SOIC), and the Counter Threat Finance Course (CTFC). The institute also transitioned the Systemic Operational Design (SOD) course into the new “Design family of courses,” which includes the Introduction to Design Thinking (IDT), Design Thinking for Practitioners (DTP), and an executive level Design Seminar for GO/FOs and senior leaders. During AY15, the Special Operations Intelligence Course (SOIC) under the guidance of NIU/DIA Chair Konrad Trautman matured from a pilot to a solid resident course. SOPC and CTFC continued to educate select personnel throughout the SOF enterprise who were then able to return to their respective organizations better enabled to incorporate their learning into

their roles as SOF operators and enablers. In AY15, the Institute for Planning and Operations will continue to offer SOPC, and CTFC with the same level of professionalism and offer Intro to Design, Design for Practitioners and SOIC to enable design team members and SOF intelligence enablers in support of the greater SOF enterprise. In AY16, the Institute for Plans and Operations intends to develop a Special Operations Aviation Program.

In AY15, the Institute for Senior Education continued expert delivery of the Combined/Joint Force Special Operations Component Commander’s Course (C/JFSOCCC) for the joint staff in accordance with the Officer Professional Military Education Policy. The Institute also continued its transformation by integrating the entire USSOCOM Staff Education Program and re-integrating the Preparation of the Environment Orientation Seminar which professionally executed a five-year review. Conducting the USSOCOM Commander’s Joint Special Operations Forces Pre-Command Course (JSOFPCC) and his forum for retired SOF senior leaders (RSSL) provided the Commander a direct opportunity to educate current and future SOF Enterprise leadership while informing the past. Conducting high quality senior interagency courses continues to reinforce SOF’s interoperability in the counterterrorism fight. Integrating joint SOF education requirements regarding critical thinking, influence operations, and planning for unconventional warfare reinforces the community’s ability to shape the environment and address future threats.

In AY15, the Institute for International Education continued supporting JSOU’s vision to, “Employ education as a strategic tool to achieve USSOCOM and TSOC objectives and promote deeper understanding among U.S. and international SOF.” The Institute for International Education continued to experience a high demand for residential courses and mobile education courses from the TSOCs and the components. The Institute

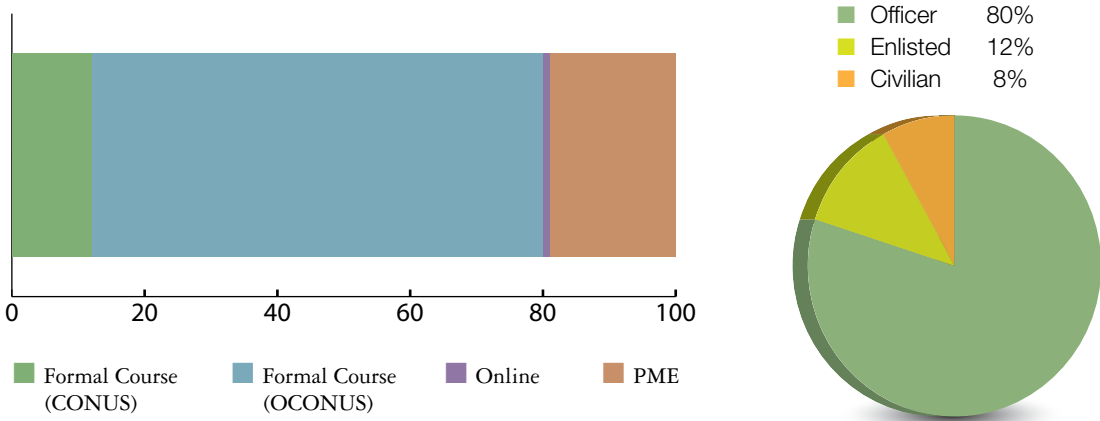
for International Education offered 17 different international education courses that were taught in the target language, tailored, delivered in partner countries, regional or bilateral in focus, and supported the TSOC’s SOF security sector development plans. All resident courses were taught in English. Mobile education was delivered primarily in English, Spanish, French, and Arabic. Additional mobile education was conducted in Azeri, Russian, and Serbian-Croatian. The Institute maintained its academic rigor while offering a diverse curriculum in the country’s primary language.

In AY15, the Institute for International Education continued to align its methods of instruction by offering teaching opportunities to our critical and global core partners in support of USSOCOM’s SOF Priorities (Continue to Build Relationships). The impact of these opportunities was best illustrated during an Inter-Ministerial Collaboration Course conducted in Dhaka, Bangladesh and attended by 14 partner nations and a Social Media to Combat Terrorism Seminar in Bogota, Colombia attended by 13 partner nations. Regionally focused events provided great opportunities to engage key senior officers from

around the world, including presidential-level and ministerial-level advisors. Future Inter-Ministerial Collaboration Courses have identified international senior military personnel to assist in conducting the course.

The Institute for International Education continued their partnership with the Polish National Defense University by conducting the 4th Special Operations Command, Europe (SOCEUR) Unconventional Warfare and Senior Resistance Seminar at the National Defense Academy in Riga, Latvia. The seminar brought together small groups of military, civilian, and academic professionals from across Europe, including Denmark, Estonia, Finland, Latvia, Lithuania, Norway, Poland, and Sweden. The seminar provided a highly credible forum for nations in this key region of the European AOR to examine Unconventional Warfare, military assistance, and resistance. Using case studies, critical analysis, and small group discussion, the seminar provided SOCEUR and the invited partners a chance to draw conclusions regarding theory, history, and doctrine that may be adapted and applied if required. In AY15 the Institute continued its relationship with the

International
Students by
Method of
Instruction



JSOU International Engagement Program

	Officer	Enlisted	Civilian/Other	Total Students	Contact Hours	Avg Hrs./Student	# Countries Represented
Formal Course (CONUS)	210	12	21	243	13482	55	51
Formal Course (OCONUS)	983	226	128	1337	51961	39	58
ONLINE	11	1		12	96	8	8
PME	361		6	367	1115	3	71
TOTAL	1565	239	155	1959	66654		

Colombian Regional Center for Strategic Security Studies, known locally as the Centro Regional de Estudios Estratégicos en Seguridad (CREES). In AY 15, the Institute partnered with CREES for a total of 5 seminars on a variety of topics including terrorism, post-conflict actions, technology and innovation, and social media. CREES events attract participants from across the region and are another opportunity for the Institute to engage senior leaders.

In AY15, the Institute for International Education hosted a number of international visitors, including those from Afghanistan, Colombia, Netherlands, and U.S. Army War College International Fellows, Saudi Arabian Ministry of Interior, National Defense University, Special Operations Command Australia Special Forces Training Centre, and a delegation from the Peruvian SOF.

In addition, 90 international students from 45 countries attended 5 funded resident courses for AY15. Projected attendance in AY16 includes 80 invitational seats and up to 150 additional student nominations across seven resident course iterations (2 x SOCbT, 1 x ASOCbT, and 2 x CVE).

Center for Special Operations Studies and Research

During AY15 the Center for Special Operations Studies and Research (CSOSR) achieved its objectives and established a strategy for growth and diversification of its published works across the Future Year Defense Plan. The objectives were advanced through cooperative relationships with the SOF Chairs and SOF representatives at PME institutions as well as West Point Counterterrorism Center, the Joint Special Operations Command's Counterterrorism Center, and the U.S. Army Special Operations Command's Special Warfare Education Group. Additionally, the CSOSR collaborated with the HQ USSOCOM staff (J2, J5, and AT&L) to form a community of interest for research and a means to circulate knowledge and products from research efforts.

Among research partners, the CSOSR includes civilian academic institutions and international organizations. The Fletcher School of Law and Public Diplomacy at Tufts University, the Middlebury Institute

of International Studies at Monterey, and the Cyber Research Center at Auburn University will be among the first civilian institutions to offer their findings from research projects that further inform and educate the force. During AY15, the CSOSR also welcomed the beginning of a collaboration with for CREES and continued its academic partnership with the Canadian Special Operations Forces Command (CANSOFCOM) Professional Development Centre.

One of the highlights for the year that bridged education, professional engagement, and academic exchange was CSOSR support to the Special Operations Command, North (SOC-NORTH) Commander's regional symposium, 8 to 9 April 2015, at Peterson Air Force Base, Colorado. Led by JSOU Senior Fellows, more than 100 participants discussed the SOF role in combating transnational organized crime including interagency partners and representatives from CANSOFCOM. Following the successful symposium, the CSOSR prepared a corresponding collection of chapters to expand on the symposium's line of exploration and extend the impact of those discussions into AY16.

Overall, the CSOSR continues to directly support accreditation and provides the SOF enterprise with a scholarly forum to shape special operations thinking, policy formulation, and academic debate. AY16 planning will sustain a robust JSOU Press operation to augment accredited course materials and position the CSOSR to lead JSOU's development as an institution of advanced education and learning.



SOCNORTH Symposium, 2015
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JSOU Press



JSOU Press is the publishing arm of the CSOSR. JSOU Press products include over 100 published monographs, special reports, case studies, and directed studies in both printed and digital format. Established in April 2005, JSOU Press is largely identified through the line of JSOU Press monographs. During AY15, JSOU Press published eight monographs authored by JSOU Senior Fellows, PME students and other scholars on topics relevant to the joint SOF community. In addition, JSOU Press published two important reference manuals. Now in its fourth edition, the Special Operations Forces Reference Manual provides an overview of special operations and SOF and also serves as a standard SOF reference for students, instructors, and educators. The Special Operations Research Topics 2016 publication is promulgated each academic year to stimulate interest for research projects relevant to the SOF enterprise. Widely distributed, the topics list is aligned with the USSOCOM Commander's SOF priorities and serves to influence and guide SOF-relevant research throughout academia, think tanks, and professional military education institutions.

ALL JSOU PRESS PUBLICATIONS CAN BE FOUND AT
jsou.socom.mil/PubsPages/Publications.aspx
AND ON THE JSOU LIBRARY WEBSITE AT
jsou.libguides.com/jsoupublications



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AY15 JSOU Press Publications:

- Special Operations Research Topics 2016*, June 2015
- Saudi Arabia: Modernity, Stability, and the Twenty-First Century Monarchy*, June 2015, Roby C. Barrett
- Special Operations Forces Reference Manual, Fourth Edition*, 2015, June 2015
- 2015 Special Operations Essays*, May 2015, Authored by PME students
- Building Partner Capacity*, February 2015, Harry R. Yarger
- Islam: Ideology and Conflict*, December 2014, Roby C. Barrett
- Special Operations Intelligence: Guiding the Tip of the Spear*, November 2014, Konrad Trautman
- Village Stability Operations and the Afghan Local Police*, October 2014, Mark Moyar
- Challenges in the Asia-Pacific Theater for U.S. and Partner Nation Special Operations Forces*, October 2014, Robert Haddick
- Counterinsurgency in Somalia: Lessons Learned from the African Union Mission in Somalia, 2007-2013*, August 2014, Bronwyn E. Bruton and Paul D. Williams

FUTURE JSOU CAMPUS



JSOU STAFF PHOTO

In 2016, JSOU will open the doors to its new main campus, co-located with the HQ USSOCOM at the MacDill Air Force

Base in Tampa, FL. This modern facility, specifically designed with education in mind, will serve as the central hub for joint SOF education, while supporting traditional resident courses with up-to-date technology.

The new campus will equip JSOU with the technical means to employ an unprecedented level of distance learning capability enabling real time education across multiple locations to include the component headquarters, the National Capital Region, and the TSOcs. This capability will minimize travel while increasing opportunities for peer-to-peer interaction in local SOF communities and expanding the availability of expertise throughout the joint SOF education network.

The campus will be an instructional system composed of shared auditorium, classroom/seminar rooms with adjoining breakout spaces, faculty and staff office spaces, the future USSOCOM Library, media development areas, organizational support facil-

The JSOU Campus

- Main Auditorium (150 students)
- 2 Lectionaries (56 students each/112)
- Enlisted Academy Auditorium (103 students)
- 5 Enlisted Academy Classrooms (15 students each/75)
- 4 Seminar Rooms (32 students each/128)
- 8 Breakout Rooms (6 students each/48)
- Digital Classroom (28 students)
- SCIF Classroom (23 students)
- Executive Classroom (58 students)
- USSOCOM Research Library
- History Office

ities, and student break and holding areas. It will also host an array of modern capabilities to best facilitate traditional, blended, and on-line learning. Within the campus halls will be the College of Special Operations, the JSOU Enlisted Academy, the Center for Continuing Education, the Center for Special Operations Studies and Research, and Department of Academic Affairs.

This new campus is specially designed to accommodate continued growth in mission and technological advancements with minimal disruption and expense. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of USSOCOM to educate its force. The move to this new building ensures the university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research.



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JSOU STAFF PHOTO



JSOU STAFF PHOTO



JSOU STAFF PHOTO

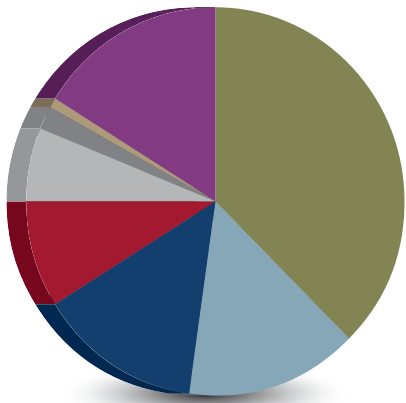
COURSE DEMOGRAPHICS AND EVALUATIONS

Demographics

Course demographic data is gleaned from the university's student registration system for courses taught on-station, off-station, and online. Course data is organized into five categories: Resident, JSOU-EA, MET, DL, and support to PME activities.

Data Validity

Student information is gathered directly from student electronic registration or by submitted paper forms. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. The numbers most accurately represent the student population that completed JSOU courses.



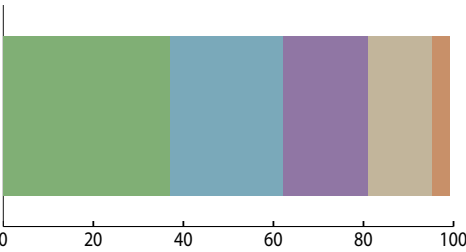
Total Students

USA	4604	38%
USAF	1893	15%
USN	1663	14%
USMC	1074	9%
USCG	21	0%
CIV	721	6%
CTR	202	2%
IA	140	1%
INT'L	1959	16%

TOTAL STUDENTS 12277

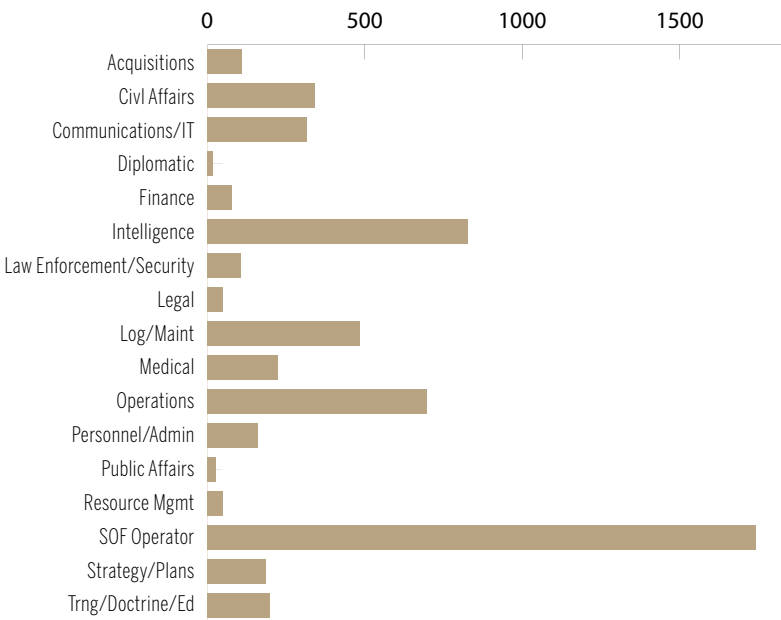
AY15 Student Contact Hours

Resident	122369	37%
JSOU-EA	82378	25%
MET	61661	19%
DL	49290	15%
PME	14092	4%
TOTAL HOURS	329790	100%



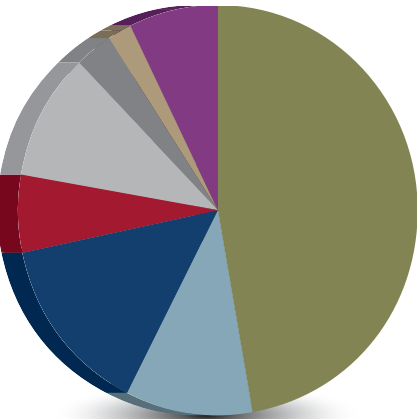
PERCENTAGE OF TOTAL STUDENT CONTACT HOURS

AY15 Students By Profession/Specialty

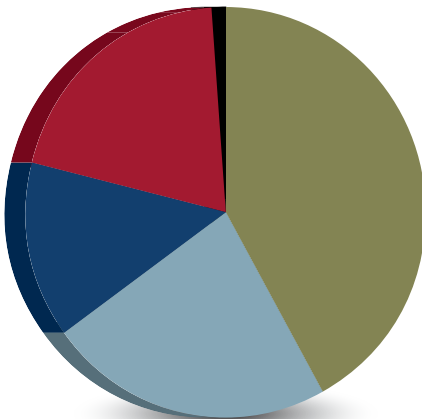


Sample: 5613 surveyed Resident, EA, and DL students in AY15

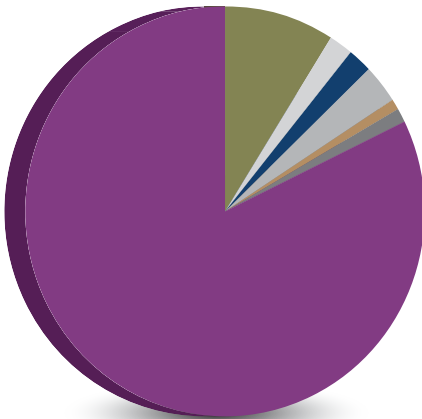
AY15 Student Demographics by Service and Method of Instruction



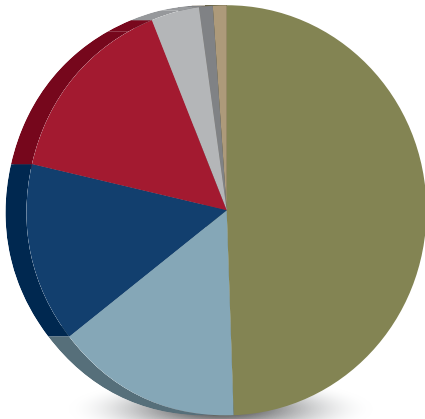
Resident



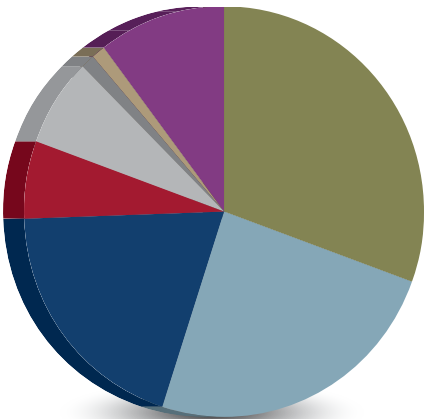
JSOU-EA



MET



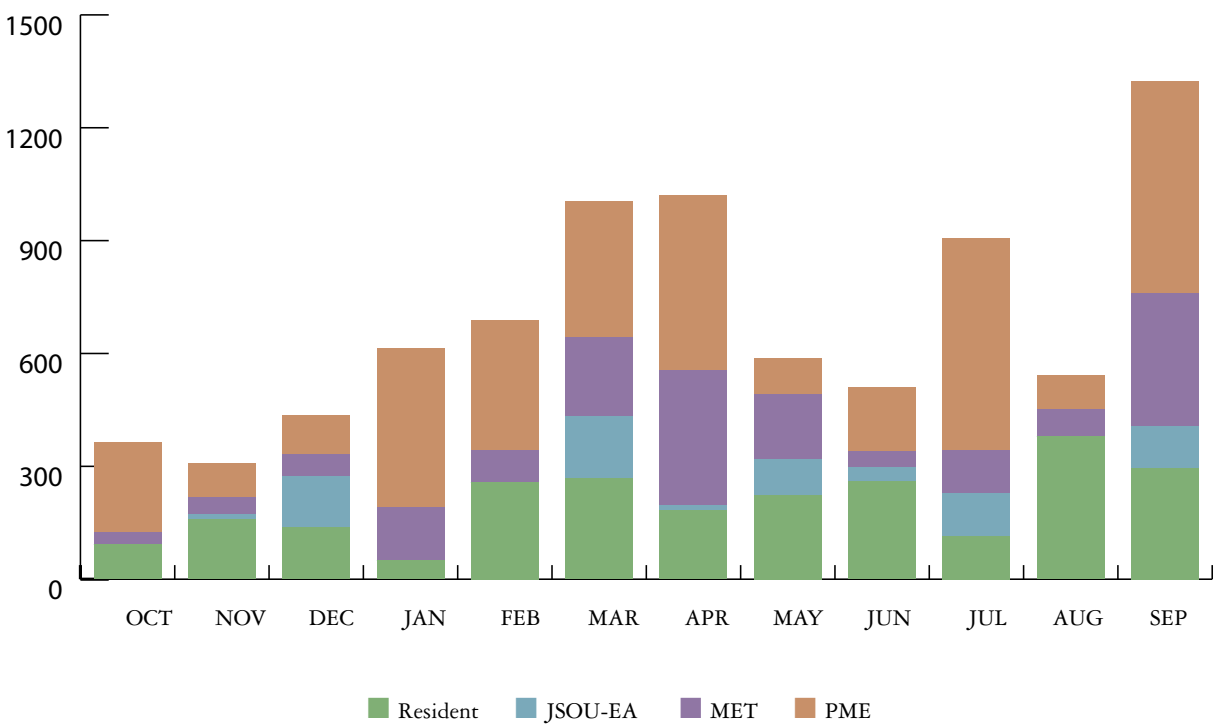
DL



PME

	USA	USAF	USN	USMC	USCG	CIV	CTR	IA	INT'L
Resident	47%	10%	14%	6%	0%	10%	3%	2%	7%
JSOU-EA	42%	23%	14%	20%	0%	0%	0%	0%	1%
MET	9%	2%	2%	0%	0%	3%	1%	1%	83%
DL	49%	15%	14%	15%	0%	4%	1%	1%	0%
PME	30%	24%	19%	6%	0%	7%	1%	1%	10%

AY15 Monthly Output (Students)



End-of-Course Evaluations

At the end of each Resident, JSOU-EA, and MET course, students are asked to indicate the extent to which they agree with the following overall course evaluation statements:

1. The course was well organized.
2. The objectives of the course were successfully achieved.
3. The content of the course was what I expected or better.
4. The information provided in the course will be useful to me in my job.
5. I would recommend this course to others.

Each student response is rated on a five-point scale, ranging from strongly disagree, or 1, to strongly agree, or 5. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall score reflects the mean of the responses for the five end-of-course evaluation responses. The university average is shown in the last row of the table. This information is also included with each course description on the pages that follow. Evaluations of supported PME, pilot courses, and unique/tailored educational events are not included in the university average.

COURSE	Organization	Objectives	Content	Usefulness	Recommend	Students
Advanced Special Operations Combating Terrorism - Alumni Course	4.9	4.8	4.5	4.7	4.9	40
Asymmetric Warfare Course	4.6	4.4	4.2	4.5	4.5	82
Civil-Military Operations Seminar	4.8	4.6	4.5	4.7	4.8	183
Combating Terrorism Executive Interagency Seminar	4.9	4.8	4.9	4.9	4.9	39
Combating Terrorism Networks Interagency Seminar	4.9	4.8	4.7	4.7	4.9	86
Combined/Joint Force Special Operations Component Commanders Course	4.9	4.8	4.7	4.8	4.8	20
Counter Threat Finance Course	4.5	4.6	4.4	4.4	4.6	162

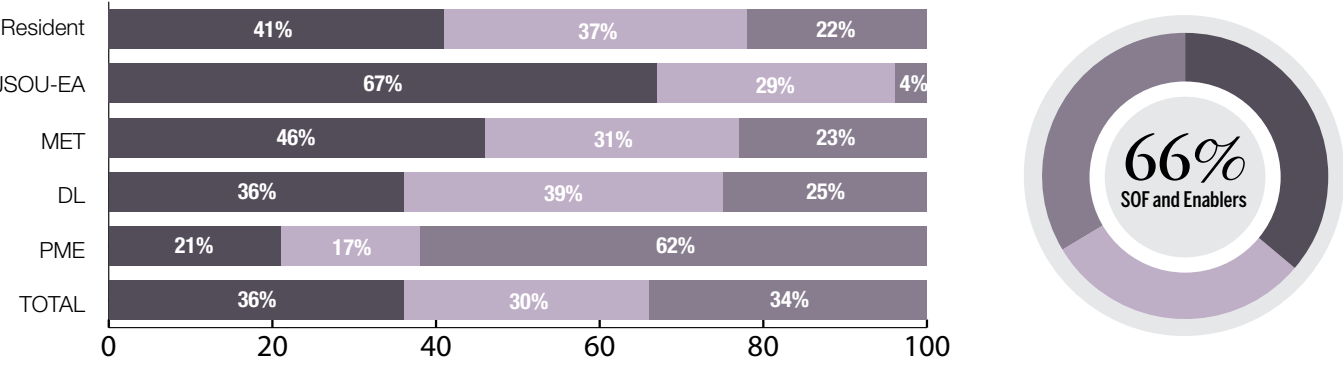
Countering Violent Extremism Course	4.7	4.5	4.3	4.6	4.8	206
Covert Actions and SOF Sensitive Activities (PILOT ONLY)						10
Cultural Analysis in Special Operations	4.7	4.7	4.7	4.7	4.7	58
Design Thinking for Practitioners (PILOT ONLY)						11
Employment of Special Operations	4.9	4.7	4.7	4.7	4.7	10
Enterprise Management Course	4.6	4.6	4.6	4.6	4.7	257
Evolution of U.S. Special Operations Forces	5.0	5.0	5.0	4.9	4.9	9
Faculty Development Course (PILOT ONLY)						14
Influence in Special Operations	4.7	4.7	4.7	4.7	4.8	29
Inter-Ministerial Collaboration Course	4.7	4.4	4.4	4.6	4.6	92
International & Interagency Special Operations	5.0	5.0	5.0	4.8	5.0	10
Introduction to Design Thinking	4.8	4.7	4.5	4.6	4.8	89
Introduction to Irregular Warfare Distance Learning Course (Not Rated)						447
Introduction to Special Operations Forces (Fully Online)	4.5	4.5	4.4	4.4	4.4	2583
Irregular Warfare Course	4.7	4.6	4.5	4.7	4.7	105
Joint Fundamentals	4.4	4.5	4.4	4.5	4.6	274
Joint Special Operations Chaplain/ Chaplain Assistant Course	4.2	4.4	4.3	4.5	4.5	99
Joint Special Operations Forces Pre- Command Course	4.7	4.5	4.3	4.5	4.6	101
Joint Special Operations Forces Senior Enlisted Academy	4.5	4.7	4.6	4.6	4.9	127
Joint Special Operations Medical Orientation Course	4.5	4.4	4.2	4.5	4.5	54
Joint Special Operations Task Force Course	4.3	4.2	4.1	4.3	4.2	942
Maritime Operations Planning Course	4.6	4.5	4.5	4.4	4.4	55
Methods of Instruction Course	4.9	4.7	4.6	4.7	5.0	15
Methods of Instruction Course - Abbreviated	4.9	4.8	4.6	4.6	4.7	34
Non-Standard Logistics Course (PILOT ONLY)						32
Operational Planning Course	4.7	4.7	4.7	4.6	4.8	235
Preparation of the Environment Orientation Seminar	4.8	4.7	4.6	4.7	4.7	73
Principles of Resistance in Modern Warfare	4.6	4.4	4.3	4.5	4.6	130
Security Cooperation Management Operator's Course	4.8	4.8	4.8	4.6	4.8	104
SOF Resource Management Course	4.6	4.7	4.4	4.5	4.6	19
Special Operations Air Intergration Course	4.7	4.4	4.2	4.2	4.5	177
Special Operations Aviation Planning Course	4.7	4.4	4.3	4.2	4.5	187
Special Operations Combating Terrorism	4.4	4.4	4.5	4.4	4.5	102
Special Operations Forces Interagency Collaboration Course	4.6	4.6	4.5	4.6	4.6	91
Special Operations Intelligence Course	4.5	4.7	4.7	4.8	4.9	47
Special Operations Planning Course	4.7	4.6	4.5	4.5	4.7	169
Special Operations Strategic Context	4.7	4.8	4.7	4.6	4.7	35
Strategic Utility of Special Operations	4.1	4.6	4.4	4.9	4.4	7
Summit	4.8	4.9	4.9	4.8	5.0	26
Systemic Operational Design (PILOT ONLY)						11
Theater Special Operations Command Staff Education Course	4.8	4.8	4.6	4.6	4.8	215
Theater Special Operations Command Staff Preparation Course	4.8	4.7	4.6	4.6	4.8	70
USSOCOM Staff Education Program - Advanced	4.5	4.7	4.6	4.7	4.9	39
USSOCOM Staff Education Program - Executive	4.8	4.7	5.0	5.0	5.0	12
USSOCOM Staff Education Program - Foundations	4.6	4.6	4.4	4.5	4.5	215
USSOCOM Staff Education Program - National	4.9	4.7	4.7	4.8	4.8	15
University Average/Student Total	4.7	4.6	4.5	4.6	4.7	8254

Note: Some courses were offered at both the graduate and undergraduate level. Please visit jsou.socom.mil for the complete course listing.

Target Population

For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space-available basis. Course capacity is determined by the size of the course’s target populations and practical scheduling considerations. Major target populations include: SOF and SOF enablers, interagency partners, and coalition partners. Registering students were asked to select the appropriate SOF category to describe their overall career experience using the definitions provided.

SOF: A person whose skill, function, or specialty is designated to the successful conduct of special operations core objective.
SOF Enabler: A person whose skill, function, or specialty is essential and designated to support a special operations core objective or a person whose job or duty is not specifically designated as a SOF specialty.
Non SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Overall SOF Attendance by Course Type

	SOF	SOF Enabler	Non-SOF
Resident	978	880	534
JSOU-EA	459	200	24
MET	757	517	379
DL	1411	1510	969
PME	726	604	2179
TOTAL	4331	3711	4085

Overall SOF Attendance by Category

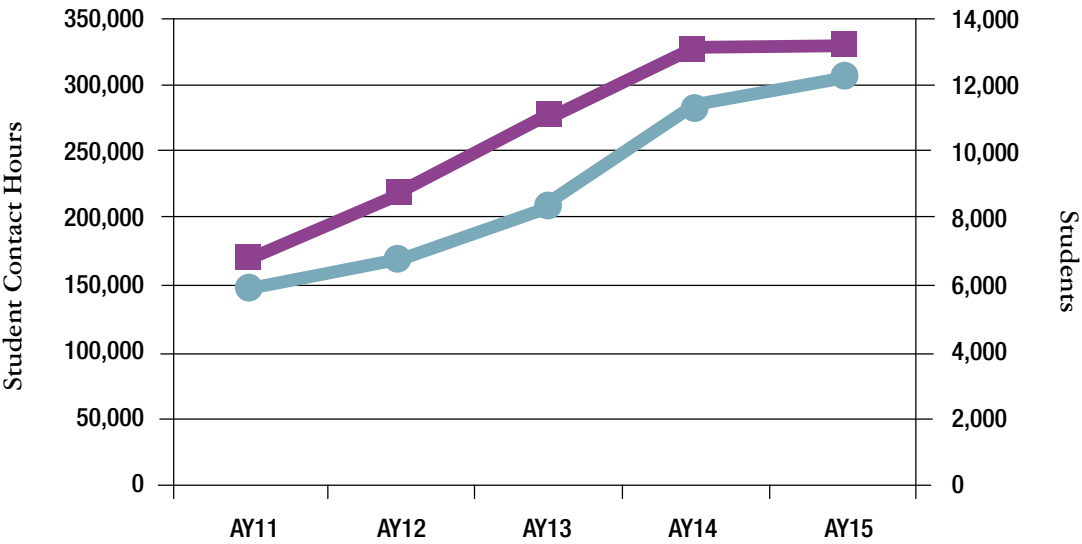
	SOF	SOF Enabler	Non-SOF	% SOF and Enablers
Resident	41%	37%	22%	78%
JSOU-EA	67%	29%	4%	96%
MET	46%	31%	23%	77%
DL	36%	39%	25%	75%
PME	21%	17%	62%	38%
TOTAL	36%	30%	34%	66%

Student's Current Command/Component/TSOC

AFRICOM.	80
AFSOC	367
CENTCOM.	242
CYBERCOM	14
DEPT OF DEFENSE	85
DEPT OF THE AIR FORCE	153
DEPT OF THE ARMY	277
DEPT OF THE NAVY.	178
EUCOM	90
MARSOC	565
NORTHCOM	147
NSWC	317
OSD	18
PACOM	254
SOCAFRICA.	102
SOCCENT	272
SOCEUR	127
SOCKOR	27
SOCNORTH.	124
SOCOM	1106
SOCAPAC	156
SOC SOUTH.	82
SOUTHCOM	55
STRATCOM	9
TRANSCOM.	22
USASOC	1318

Sample: 6063 surveyed Resident, EA, and DL students AY15

JSOU	CSO	EA	CCE	AA
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Students and Contact Hours

Over the past five years, JSOU has maintained a steady increase in the number of students and total student contact hours. In AY15, JSOU maintained its student numbers from MET courses while significantly increasing students and contact hours in the JSOU Enlisted Academy and distance learning programs. SOF education support to large non-SOF PME audiences also increased in AY15.

Number of Students

	AY11	AY12	AY13	AY14	AY15
Resident	1,594	1,969	1,979	1,698	2,422
JSOU-EA	57	135	179	445	684
MET	2,825	2,199	1,693	1,694	1,689
DL			911	2,918	3,972
PME	1,500	2,568	3,478	4,450	3,510
TOTALS	5,976	6,871	8,240	11,205	12,277

Student Contact Hours

	AY11	AY12	AY13	AY14	AY15
Resident	80,176	104,492	100,572	90,009	122,369
JSOU-EA	16,530	39,150	44,934	67,286	82,378
MET	63,731	56,986	85,952	79,520	61,661
DL			23,624	69,077	49,290
PME	9,629	14,951	16,084	17,347	14,092
TOTALS	170,066	215,579	271,166	323,239	329,790

Average Hours Per Student

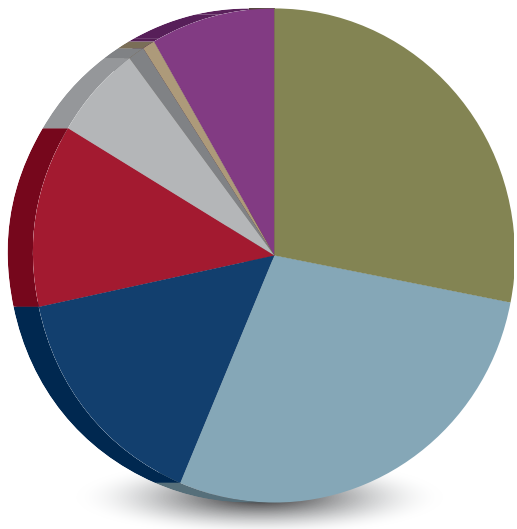
	AY11	AY12	AY13	AY14	AY15
Resident	50	53	51	53	51
JSOU-EA	290	290	251	151	120
MET	23	26	51	47	37
DL			26	24	12
PME	6	6	5	4	4
AVERAGE	28	31	33	29	27

Professional Military Education

PME

JSOU provides academic support to formal PME courses conducted by recognized military and government (U.S. or international) schools, colleges, institutions, and universities. PME support, as an instructional category, provides the most influence of conventional force knowledge of SOF and associated operational capabilities.

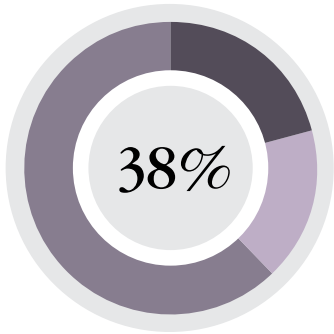
Total Iterations 101
Students 3510
Student Contact Hours 14092
Military Students
Officer 87%
Enlisted 13%



Student Demographics

USA	1068	30%
USAF	851	24%
USN	665	19%
USMC	201	6%
USCG	16	0%
CIV	247	7%
CTR	51	1%
IA	44	1%
INT'L	367	10%

PME SCHOOL OR EDUCATION CENTER	STUDENT CONTACT HRS	STUDENTS
Air Command and Staff College	96	8
Air War College	36	12
Army War College	135	15
CAPSTONE & APEX	1276	319
U.S. Army Command and General Staff College	376	188
Joint Forces Staff College	4748	1683
MacDill or Other	51	34
Marine Corps University	553	45
Naval War College	633	49
National Defense University	330	11
Naval Postgraduate School	1128	27
Naval Special Warfare	792	256
PME School Visits	2263	330
U.S. Air Force Special Operations School	635	186
U.S. Army John F. Kennedy Special Warfare Center and School	1041	347
AY15 Total	14092	3510



Attendance by SOF Category

SOF	726	21%
SOF Enabler	604	17%
Non-SOF	2179	62%

JSOU COURSES

Course Pages

The course information on the following pages is grouped alphabetically within the hosting JSOU college or department. Each page has a course description, summary of student demographics, and evaluation ratings during AY15 (from 1 Oct 2014 to 30 Sep 2015). For further information about our courses and scheduled offerings, please visit jsou.socom.mil.

COLLEGE OF SPECIAL OPERATIONS

Cultural Analysis in Special Operations

This course explores cultural analysis in the context of conflict and special operations work. This course examines past and present applications of socio-cultural analysis in the military, with emphasis on some of the concepts and techniques that social scientists use to examine the culture and social systems (economy, social and political structures, religion, ethnicity, etc.) of a society, group, or organization. Particular attention is paid to the dialect between social groups and unstable and failing states, the effects of conflict on the broader society, and the potential impact of culture in planning and military operations.

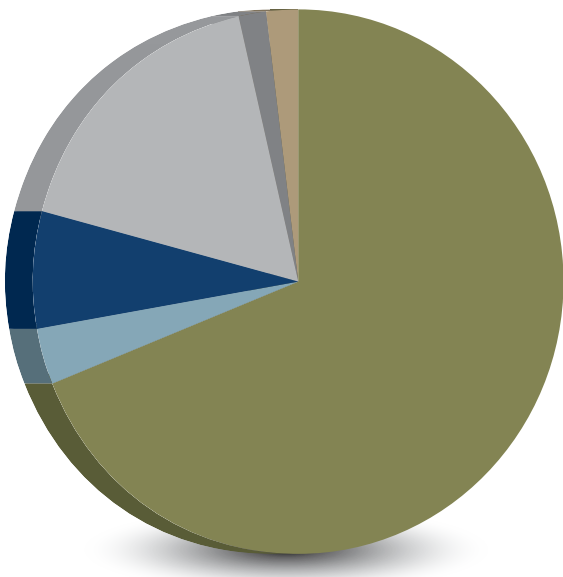
COURSE CODE: SOS 3237	
LENGTH: 8 Days plus DL	
Total Iterations	4
On-Station	1
Off-Station	3
Students	58
Academic Hours	45
Student Contact Hours	2610
Military Students	
Officer	24%
Enlisted	76%

COLLEGE OF SPECIAL OPERATIONS

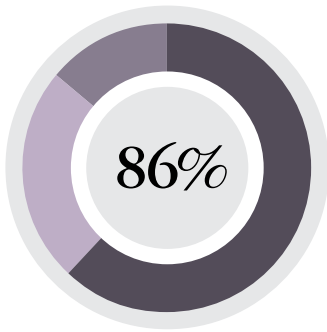
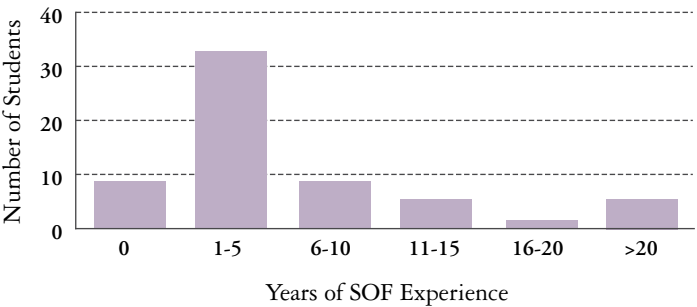
Employment of Special Operations

This course examines special operations employment mechanisms and procedures from the national strategic to the operational levels across the spectrum of conflict. The course addresses the protocols associated with the employment of U.S. SOF, with emphasis on roles and responsibilities at the strategic and operational levels. Students examine mission command structures and relationships, roles and missions, and authorities associated with the employment of SOF in various environments and in response to state and non-state conflict. It includes the associated employment procedures, the integration of joint SOF capabilities with conventional forces, support and sustainment issues, legal considerations, the paramount roles of information and influence, and the multiple domains in which SOF operate. Seminar discussions and assessments will focus primarily on current and future employment options of U.S. SOF in support of countering hybrid threats and achieving national security objectives.

COURSE CODE: SOS 5655	
LENGTH: 3 Wks Plus DL	
Total Iterations	1
On-Station	1
Off-Station	0
Students	10
Academic Hours	45
Student Contact Hours	450
Military Students	
Officer	50%
Enlisted	50%

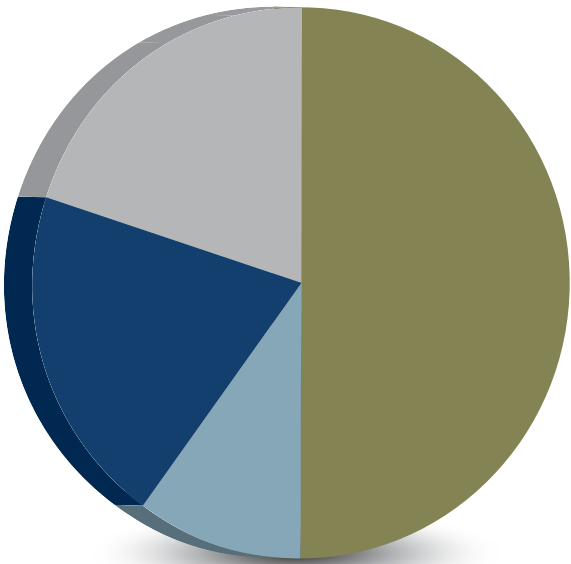


Years of SOF Experience

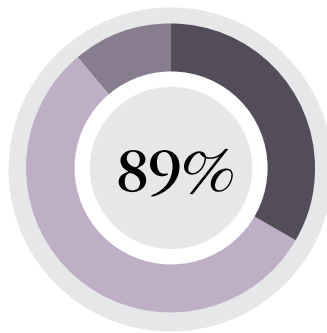


Students by SOF Category		
■ SOF	36	62%
■ SOF Enabler	14	24%
■ Non-SOF	8	14%
SOF & Enabler Total %		86%

OVERALL COURSE SURVEY RESULTS		CRS	UNIV.
The course was well organized.		4.7	4.7
The objectives of the course were successfully achieved.		4.7	4.6
The content of this course was what I expected or better.		4.7	4.5
The information provided in this course will be useful to me in my job.		4.7	4.6
I would recommend this course to others.		4.7	4.7



Years of SOF Experience



Students by SOF Category		
■ SOF	3	33%
■ SOF Enabler	5	56%
■ Non-SOF	1	11%
SOF & Enabler Total %		89%

OVERALL COURSE SURVEY RESULTS		CRS	UNIV.
The course was well organized.		4.9	4.7
The objectives of the course were successfully achieved.		4.7	4.6
The content of this course was what I expected or better.		4.7	4.5
The information provided in this course will be useful to me in my job.		4.7	4.6
I would recommend this course to others.		4.7	4.7

COLLEGE OF SPECIAL OPERATIONS

Evolution of U.S. Special Operations Forces

This course examines the evolution of the organization, preparation, and employment of SOF within the U.S. armed forces from WWII to the present. The course begins with a consideration of the origin and role of modern SOF as formed during WWII. The course will then trace evolutionary developments and modifications in roles and missions, force structure, doctrine, training, equipment, and operations through the subsequent Cold War years. Finally, it will review the transformation and modernization of U.S. SOF in the post-Cold War years up to the present. Seminar discussions and assessments focus on how SOF continue to evolve, given how U.S. special operations theory and application have evolved since WWII. As a result, students will gain an understanding of the major themes and events that have shaped today's U.S. SOF.

COURSE CODE: SOS 5651	
LENGTH: 3 Wks Plus DL	
Total Iterations	2
On-Station	1
Off-Station	1
Students	9
Academic Hours	45
Student Contact Hours	405
Military Students	
Officer	43%
Enlisted	57%

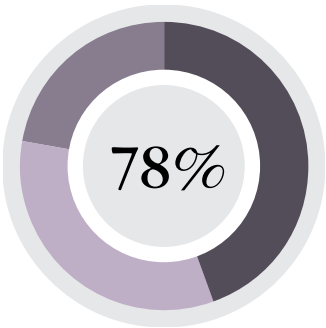
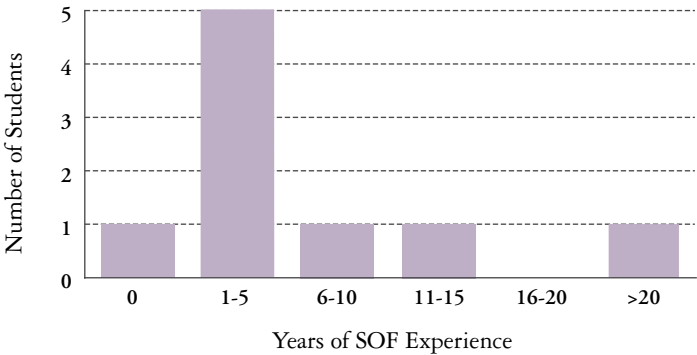
COLLEGE OF SPECIAL OPERATIONS

Influence in Special Operations

This intermediate course is designed to acquaint students with the history, practices, current policies, and issues related to influence in warfare and special operations. It provides a venue for the exchange of ideas regarding the “battle of the narrative” for influence and legitimacy over relevant populations. Students analyze innovative approaches to strategic communication, information operations, public diplomacy, psychological warfare, military information support operations (MISO), and public affairs as applicable to special operations missions and the irregular warfare environment.

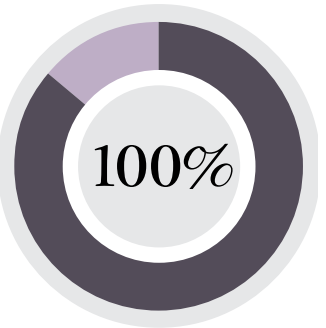
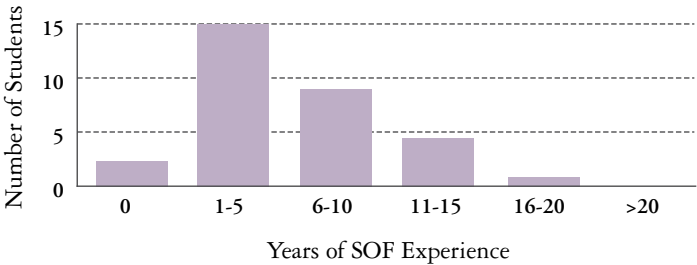
COURSE CODE: SOS 3527	
LENGTH: 8 Days plus DL	
Total Iterations	2
On-Station	2
Off-Station	0
Students	29
Academic Hours	60
Student Contact Hours	1740
Military Students	
Officer	7%
Enlisted	93%

Years of SOF Experience



Students by SOF Category		
■ SOF	4	44%
■ SOF Enabler	3	33%
■ Non-SOF	2	22%
SOF & Enabler Total %		78%

Years of SOF Experience



Students by SOF Category		
■ SOF	25	86%
■ SOF Enabler	4	14%
■ Non-SOF	0	0%
SOF & Enabler Total %		100%

Course Demographics

■ USA	0	0%
■ USAF	1	11%
■ USN	6	67%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	1	11%
■ CTR	1	11%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	5.0	4.7
The objectives of the course were successfully achieved.	5.0	4.6
The content of this course was what I expected or better.	5.0	4.5
The information provided in this course will be useful to me in my job.	4.9	4.6
I would recommend this course to others.	4.9	4.7

Course Demographics

■ USA	26	90%
■ USAF	1	3%
■ USN	1	3%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	1	3%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.5
The information provided in this course will be useful to me in my job.	4.7	4.6
I would recommend this course to others.	4.8	4.7

COLLEGE OF SPECIAL OPERATIONS

International and Interagency Special Operations

This course is a study of international and U.S. military and civilian organizations and their associated cultures and stakeholders as they relate to U.S. special operations. Students will use extensive reading and research to gain insights into the intricacies of other U.S. Government agencies and other nations' SOF, as well as the varying aspects of other nations' inter-ministerial structures and processes. Students compare concepts and examine the influence of various institutions, groups, dynamics, and other factors on the development and application of SOF. Seminar discussions focus on the diverse global and interagency perspectives regarding special operations roles and functions, connectivity and cooperation, and coordination challenges.

COURSE CODE: SOS 5350
LENGTH: 3 Wks Plus DL

Total Iterations	2
On-Station	1
Off-Station	1
Students	10
Academic Hours	45
Student Contact Hours	3450
Military Students	
Officer	56%
Enlisted	44%

COLLEGE OF SPECIAL OPERATIONS

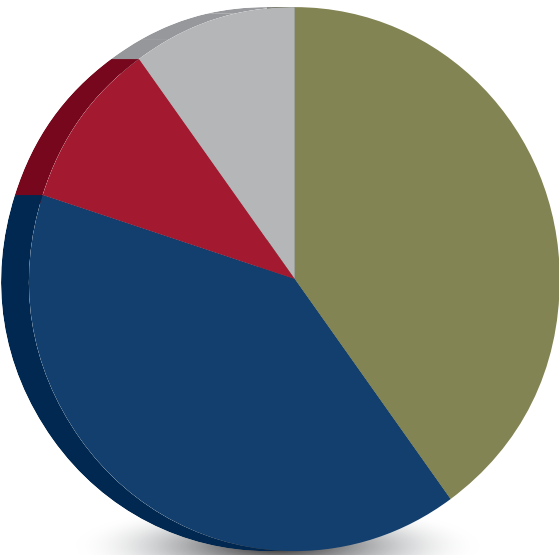
Irregular Warfare Course

This is an intermediate course analyzing prevailing concepts, theories, and challenges of the complex operating environment in the 21st century, selected supporting activities, and primary activities of irregular warfare. The key lessons include critical thinking, geopolitical complexities of contemporary conflict, historical lessons of political-military theory, social movement and their impacts on a nation states' sovereignty, governance, and legitimacy that incorporates nuances of emerging special operations paradigms, concepts, and theory. The course uses a blended delivery method and includes extensive readings with written responses, a group project, and a comprehensive paper.

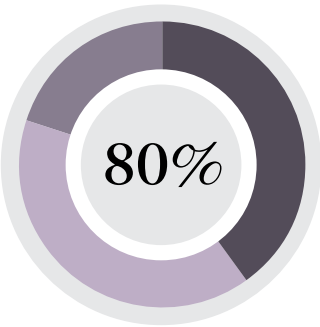
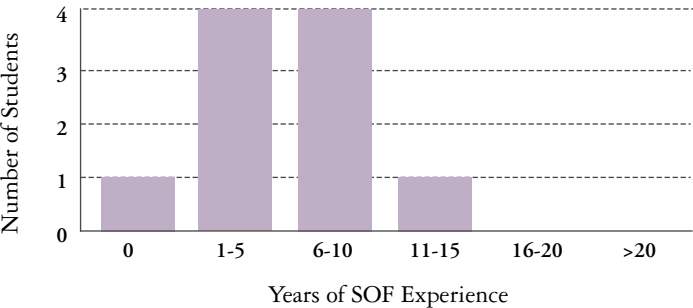
COURSE CODE: SOS 3620
LENGTH: 8 Days Plus DL

Total Iterations	4
On-Station	1
Off-Station	3
Students	105
Academic Hours	64
Student Contact Hours	6720
Military Students	
Officer	28%
Enlisted	72%

Participating INT'L Countries: 2



Years of SOF Experience



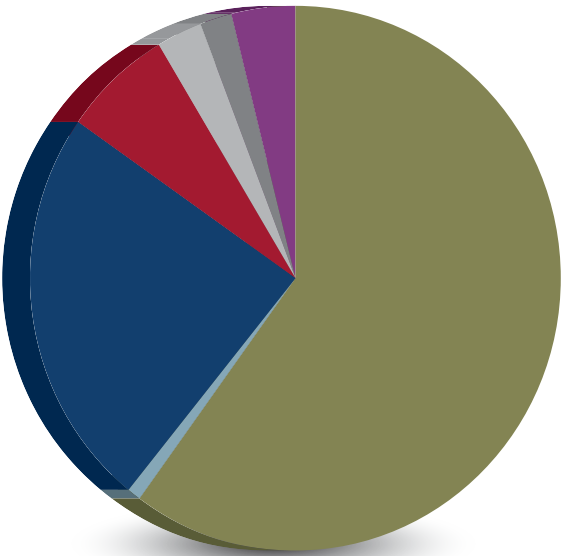
Students by SOF Category

SOF	4	40%
SOF Enabler	4	40%
Non-SOF	2	20%

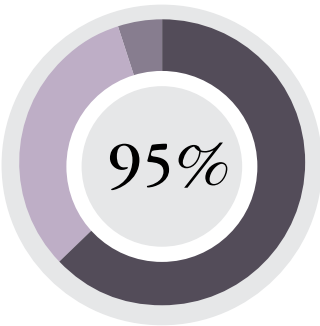
SOF & Enabler Total % 80%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	5.0	4.7
The objectives of the course were successfully achieved.	5.0	4.6
The content of this course was what I expected or better.	5.0	4.5
The information provided in this course will be useful to me in my job.	4.8	4.6
I would recommend this course to others.	5.0	4.7



Years of SOF Experience



Students by SOF Category

SOF	66	63%
SOF Enabler	34	32%
Non-SOF	5	5%

SOF & Enabler Total % 95%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.5
The information provided in this course will be useful to me in my job.	4.7	4.6
I would recommend this course to others.	4.7	4.7

COLLEGE OF SPECIAL OPERATIONS

Special Operations Forces Interagency Collaboration Course

This course prepares students to collaborate in interagency efforts to counter violent extremism in support of U.S. national security interests. The course describes national strategies, government policies, and military doctrine related to USSOCOM efforts to synchronize operations against terrorist networks. It also introduces students to the capabilities and limitations of other national security organizations relevant to these efforts. The course is designed for mid-career civil service and military professionals who will participate in or enable special operations across the spectrum of conflict.

COURSE CODE: SOS 3325
LENGTH: 5 Days Plus DL

Total Iterations	5
On-Station	1
Off-Station	4
Students	91
Academic Hours	36
Student Contact Hours	3276
Military Students	
Officer	36%
Enlisted	64%

Participating Interagencies: 4

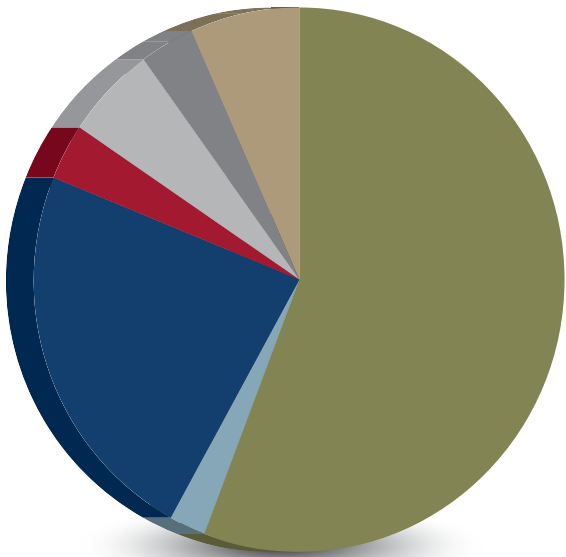
COLLEGE OF SPECIAL OPERATIONS

Special Operations Strategic Context

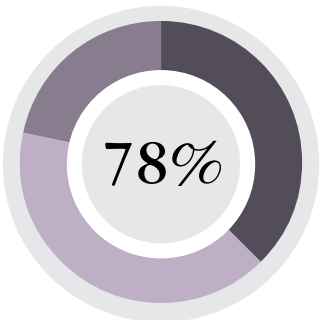
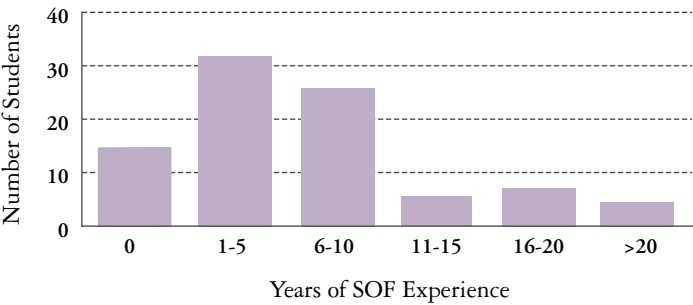
This course analyzes the complex special operations operating environment through a perspective of strategic context. Key lessons include the nature of war, relevance of international relations theory, strategic theory, historical lessons of strategic context, American strategic culture, cultural relativity of international perspectives, geo-political complexities of contemporary conflict, lessons of special operations strategic context, and strategic challenges of the global SOF network that incorporates nuances of emerging special operations paradigms, concepts and theory.

COURSE CODE: SOS 4441
LENGTH: 8 Days plus DL

Total Iterations	4
On-Station	1
Off-Station	3
Students	35
Academic Hours	45
Student Contact Hours	1575
Military Students	
Officer	26%
Enlisted	74%



Years of SOF Experience



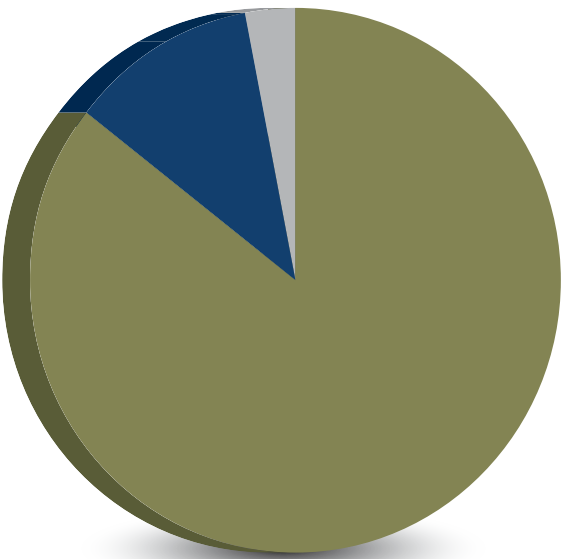
Students by SOF Category			
■ SOF	33	38%	
■ SOF Enabler	36	41%	
■ Non-SOF	19	22%	
SOF & Enabler Total %		78%	

Course Demographics

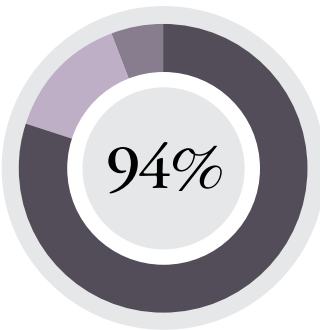
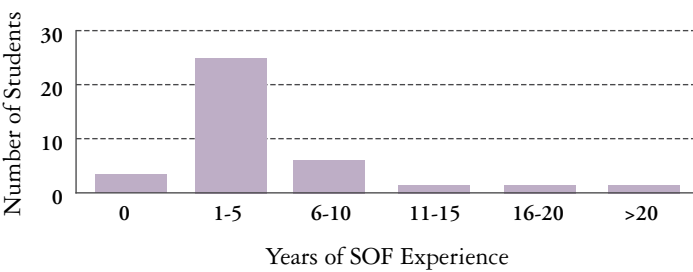
■ USA	51	56%
■ USAF	2	2%
■ USN	21	23%
■ USMC	3	3%
■ USCG	0	0%
■ CIV	5	5%
■ CTR	3	3%
■ IA	6	7%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.6	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.6	4.7



Years of SOF Experience



Students by SOF Category			
■ SOF	28	80%	
■ SOF Enabler	5	14%	
■ Non-SOF	2	6%	
SOF & Enabler Total %		94%	

Course Demographics

■ USA	30	86%
■ USAF	0	0%
■ USN	4	11%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	1	3%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.7	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.7	4.7

COLLEGE OF SPECIAL OPERATIONS

Strategic Utility of Special Operations

Students will employ critical thinking skills in a seminar environment to assess the current and future role of special operations in achieving the strategic goals of the United States and in countering current and emerging threats. The course is taught in three lessons. The first lesson analyzes the joint strategic planning process and national-level strategy documents and assesses the ways special operations can contribute to achieving national goals. The second lesson examines current and emerging threats and assesses the potential contribution of special operations to a whole-of-government response to these threats. The third lesson combines the vision and future operating concepts of USSOCOM with those of its subordinate components to assess the potential future impact of special operations on U.S. national strategy.

COURSE CODE: SOS 5453
LENGTH: 11 Days Plus DL

Total Iterations	1
On-Station	0
Off-Station	1
Students	7
Academic Hours	45
Student Contact Hours	315
Military Students	
Officer	100%
Enlisted	0%

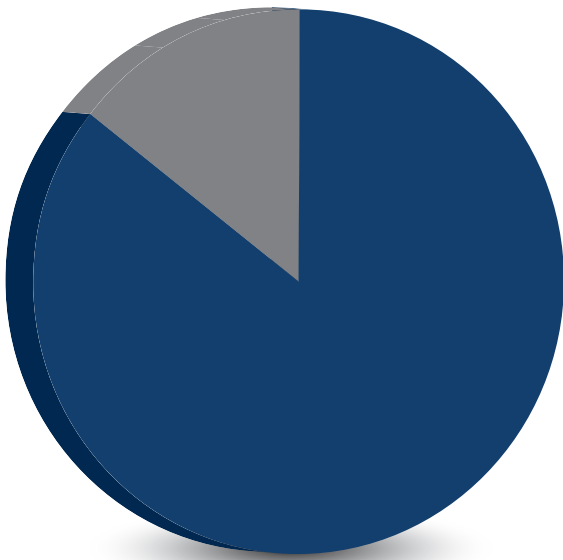
JSOU ENLISTED ACADEMY

Joint Fundamentals Course

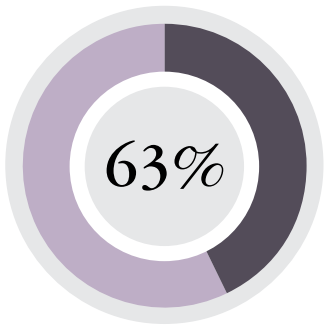
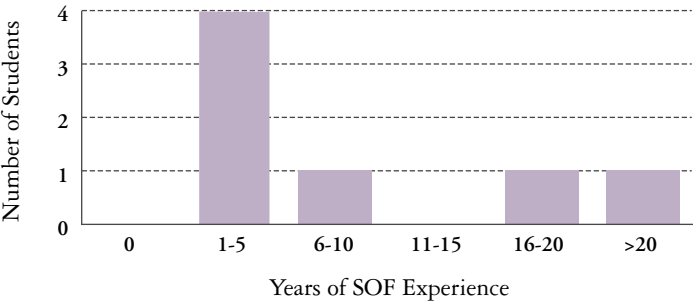
This course develops E-6 enlisted special operators for leadership careers in SOF. Using a holistic approach, students will develop skills in written, oral, and visual communications as well as generate creative ideas and evaluate ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters down to the subcomponent commands.

COURSE CODE: SOE 2220
LENGTH: 8 Wks DL

Total Iterations	5
On-Station	0
Off-Station	0
Students	274
Academic Hours	80
Student Contact Hours	21920
Military Students	
Officer	1%
Enlisted	99%



Years of SOF Experience



Students by SOF Category

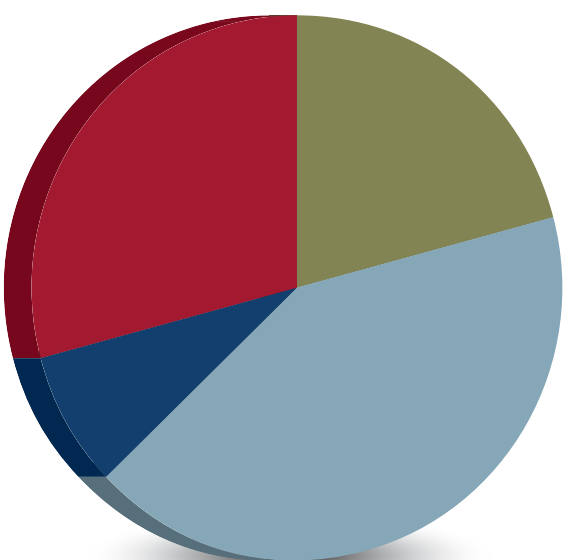
SOF	3	43%
SOF Enabler	4	57%
Non-SOF	0	0%
SOF & Enabler Total %		100%

Course Demographics

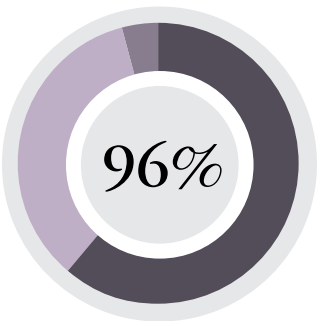
USA	0	0%
USAF	0	0%
USN	6	86%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	1	14%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.1	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.5
The information provided in this course will be useful to me in my job.	4.9	4.6
I would recommend this course to others.	4.4	4.7



Years of SOF Experience



Students by SOF Category

SOF	200	73%
SOF Enabler	63	23%
Non-SOF	10	4%
SOF & Enabler Total %		96%

Course Demographics

USA	117	43%
USAF	46	17%
USN	39	14%
USMC	72	26%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.4	4.7
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.4	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.6	4.7

JSOU ENLISTED ACADEMY

Enterprise Management Course

This course provides SOF operators and enablers with a broad understanding of traditional and SOF-specific organizational leadership and management concepts and prepares them to assume higher-level leadership roles in larger organizations with more complex functions. The course consists of eight weeks of facilitated distance learning. Each student will engage in interactive multimedia presentations, online discussions and assessments.

COURSE CODE: SOE 3420
LENGTH: 8 Wks DL

Total Iterations	5
On-Station	0
Off-Station	0
Students	257
Academic Hours	80
Student Contact Hours	20560
Military Students	
Officer	1%
Enlisted	99%

JSOU ENLISTED ACADEMY

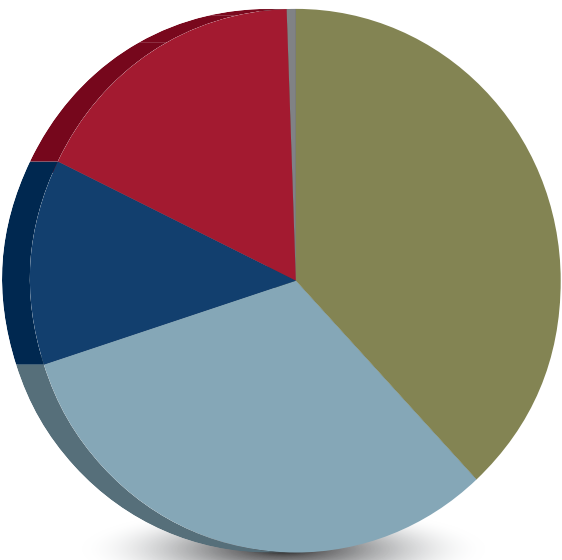
Joint Special Operations Forces Senior Enlisted Academy

The primary target audience for the resident course is SOF operators and career SOF enablers in the grades of E-8 through E-9, in accordance with current service-specific selection policies. Academy attendees are selected by their component senior enlisted advisors (SEA) to attend this course. JSOFSEA provides education in the following subjects: joint communications, organizational management, strategy/doctrine, and force development. Phase II resident is conducted in Tampa, FL, two weeks after the completion of Phase I (DL).

COURSE CODE:
SOE 3110, 3440, 3441, 4460
LENGTH: 2 Months Plus DL

Total Iterations	5
On-Station	3
Off-Station	0
Students	127
Academic Hours	290
Student Contact Hours	36830
Military Students	
Officer	0%
Enlisted	100%

Participating INT'L Countries: 4



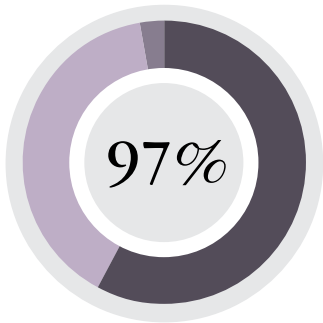
Years of SOF Experience



Students by SOF Category

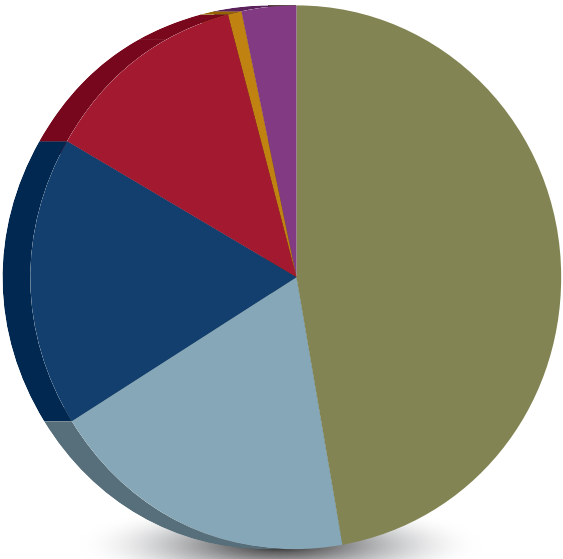
SOF	149	58%
SOF Enabler	101	39%
Non-SOF	7	3%

SOF & Enabler Total % 97%

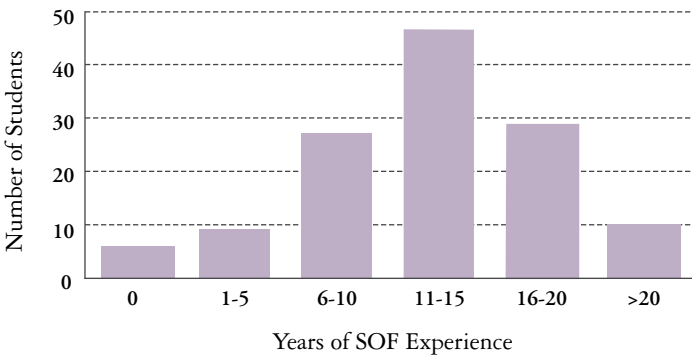


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.6	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.7	4.7



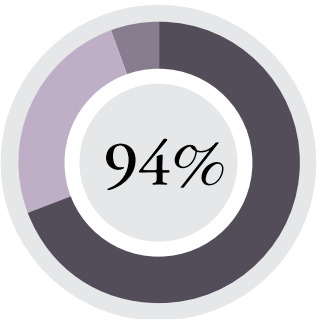
Years of SOF Experience



Students by SOF Category

SOF	88	69%
SOF Enabler	32	25%
Non-SOF	7	6%

SOF & Enabler Total % 94%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.9	4.7

JSOU ENLISTED ACADEMY

Summit Course

The primary target audience is SOF operators in the grade of E-9 selected to serve in or currently serving in an O-6 command-level senior enlisted billet. Attendees are nominated by their service component senior enlisted leader and selected by the USSOCOM senior enlisted leader to attend the course. In a combination of online and face-to-face instruction, the Summit Course covers topics that include strategic thinking, national policy and strategy, and how the U.S. implements that strategy, global trends and their impact on stability, theater strategy, and SOF force management.

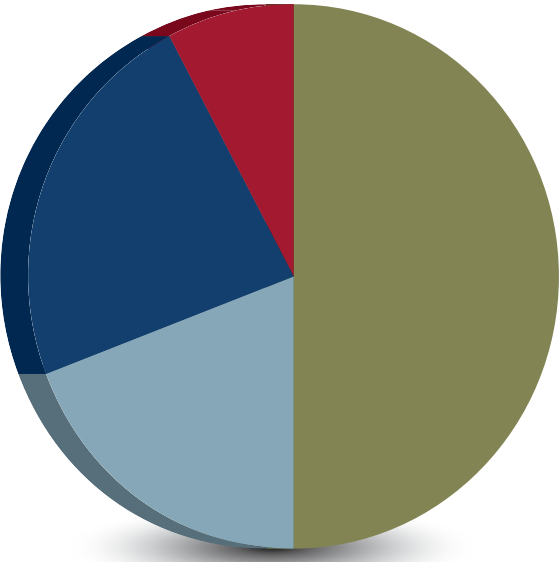
COURSE CODE: SOE 4440	
LENGTH: 3 Wks Plus DL	
Total Iterations	2
On-Station	2
Off-Station	0
Students	26
Academic Hours	118
Student Contact Hours	3068
Military Students	
Officer	0%
Enlisted	100%

CENTER FOR CONTINUING EDUCATION

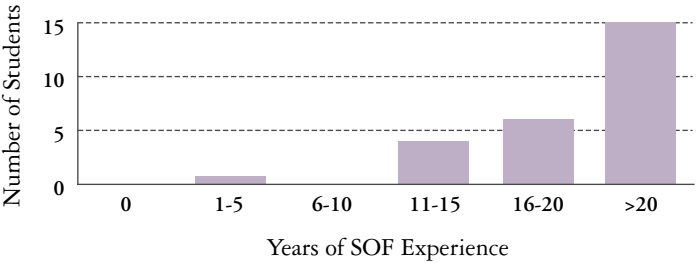
Advanced Special Operations Combating Terrorism – Alumni Course

This course integrates those international partnership networks established during SOCbT and other Combating Terrorism Fellowship Program (CTFP)-sponsored courses and events through an in-depth examination of a specific emerging global terrorist threat. It is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

COURSE CODE: SOC 3445	
LENGTH: 5 days	
Conducted as Resident and MET Courses	
Total Iterations	2
On-Station	1
Off-Station	1
Students	40
Academic Hours	40
Student Contact Hours	1600
Military Students	
Officer	87%
Enlisted	13%
<i>Participating INT'L Countries: 16</i>	

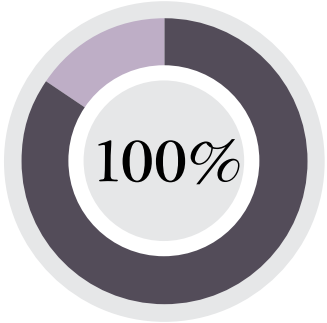


Years of SOF Experience



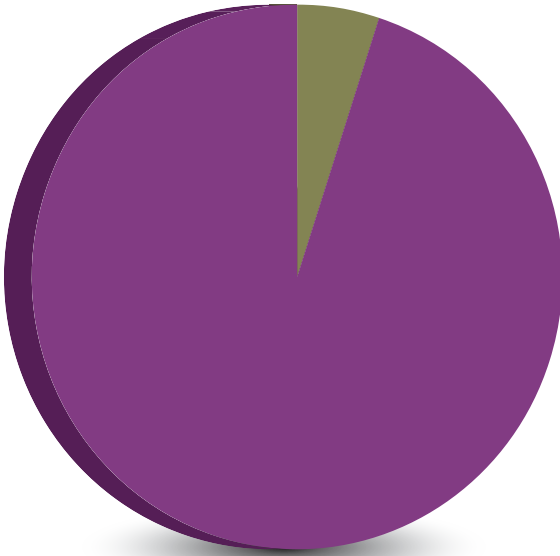
Students by SOF Category

■ SOF	22	85%
■ SOF Enabler	4	15%
■ Non-SOF	0	0%
SOF & Enabler Total %		100%

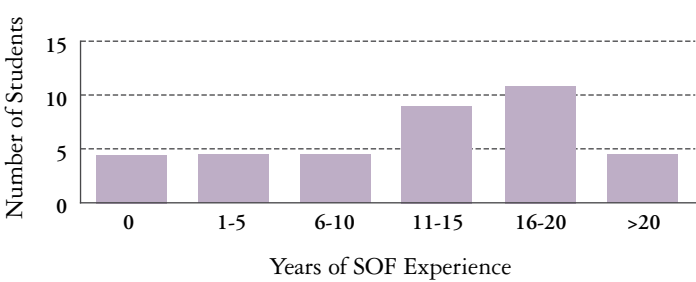


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.8	4.7
The objectives of the course were successfully achieved.	4.9	4.6
The content of this course was what I expected or better.	4.9	4.5
The information provided in this course will be useful to me in my job.	4.8	4.6
I would recommend this course to others.	5.0	4.7

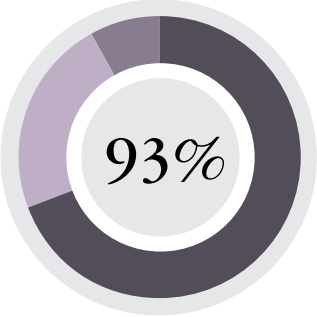


Years of SOF Experience



Students by SOF Category

■ SOF	28	70%
■ SOF Enabler	9	23%
■ Non-SOF	3	8%
SOF & Enabler Total %		93%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.5	4.5
The information provided in this course will be useful to me in my job.	4.7	4.6
I would recommend this course to others.	4.9	4.7

CENTER FOR CONTINUING EDUCATION

Asymmetric Warfare Course

This course is designed for international special operations military officers (O-2 to O-5), warrant officers (W-1 to W-4), and senior NCOs who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. The course provides knowledge of asymmetric warfare (AW) concepts, activities, and joint approaches. This course covers AW policy and concepts, strategic philosophies, and operational approaches with operational vignettes and case studies with a varied faculty discussing topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

COURSE CODE: SOC 3605
LENGTH: 4 days

Total Iterations	3
On-Station	1
Off-Station	2
Students	82
Academic Hours	30
Student Contact Hours	2460
Military Students	
Officer	82%
Enlisted	18%

Participating INT'L Countries: 18

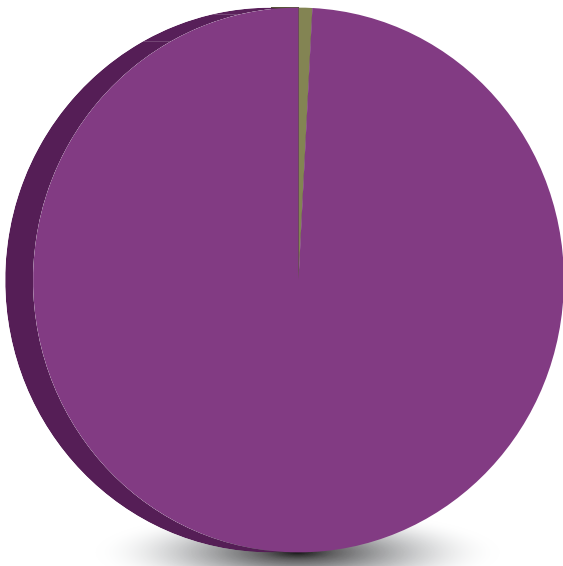
CENTER FOR CONTINUING EDUCATION

Civil-Military Operations Seminar

CMOS is designed for international civil-military operations (CMO) planners, civil affairs officers, special operations military officers, warrant officers, and senior NCOs who are preparing for, en route to, or serving in a national or international civil-military operations assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. Seminar participants will discuss, examine, and exchange ideas concerning the best practices in CMO and stability operations. The MET curriculum can be tailored to meet specific national requirements.

COURSE CODE: SOC 3608
LENGTH: 4.5 days

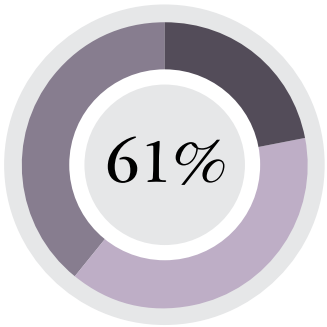
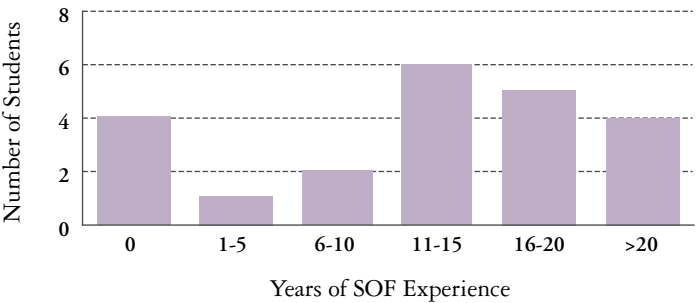
Total Iterations	6
On-Station	0
Off-Station	6
Students	183
Academic Hours	36
Student Contact Hours	6588
Military Students	
Officer	40%
Enlisted	60%



Course Demographics

USA	1	1%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	81	99%

Years of SOF Experience

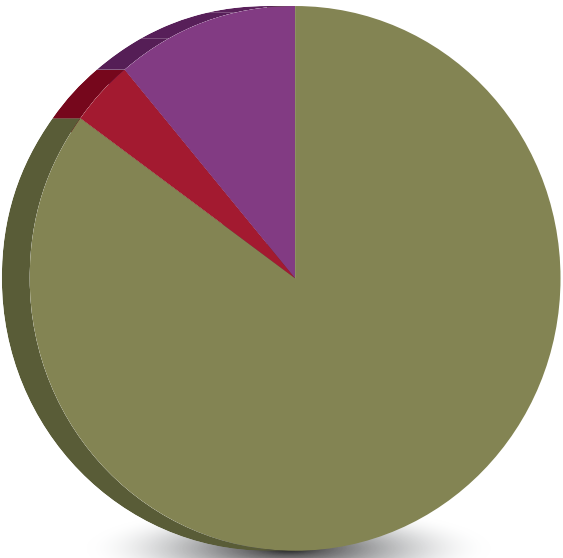


Students by SOF Category

SOF	18	22%
SOF Enabler	32	39%
Non-SOF	32	39%
SOF & Enabler Total %		61%

OVERALL COURSE SURVEY RESULTS

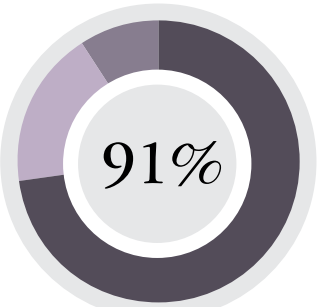
The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.6	4.7
The content of this course was what I expected or better.	4.4	4.6
The information provided in this course will be useful to me in my job.	4.2	4.5
I would recommend this course to others.	4.5	4.6



Course Demographics

USA	156	85%
USAF	0	0%
USN	0	0%
USMC	7	4%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	20	11%

Years of SOF Experience



Students by SOF Category

SOF	132	73%
SOF Enabler	32	18%
Non-SOF	17	9%
SOF & Enabler Total %		91%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.8	4.7
The content of this course was what I expected or better.	4.6	4.6
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.7	4.6

CENTER FOR CONTINUING EDUCATION

Combating Terrorism Executive Interagency Seminar

This seminar is designed for general/flag officers, senior executive service, senior intelligence service, and equivalent personnel from the DOD and other U.S. Government agencies that interact with SOF in the struggle against violent extremism. This seminar provides instruction and panel discussion on topics involving interaction among USSOCOM and other government agencies while conducting and coordinating efforts against violent extremism.

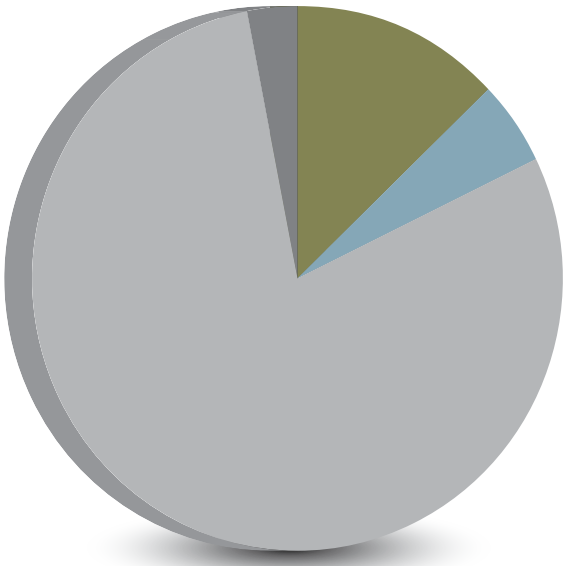
COURSE CODE: SOC 5355	
LENGTH: 2 Days	
Total Iterations	2
On-Station	0
Off-Station	2
Students	39
Academic Hours	16
Student Contact Hours	624
Military Students	
Officer	100%
Enlisted	0%

CENTER FOR CONTINUING EDUCATION

Combating Terrorist Networks Interagency Seminar

The objective of the CbTNIS is to analyze, in an interagency context, U.S. efforts to disrupt, deter, and defeat terrorist networks. This course is designed for senior-career professionals from the DOD and other federal agencies involved in combating terrorist networks and violent extremist organizations. The curriculum provides an in-depth exposition of direct and indirect lines of operation. Students examine the nature, structure, and composition of terrorist networks and the societies that support them. The course summarizes national and DOD plans and strategies for combating these networks and provides an overview of the missions, roles and capabilities of the various U.S. Government organizations involved.

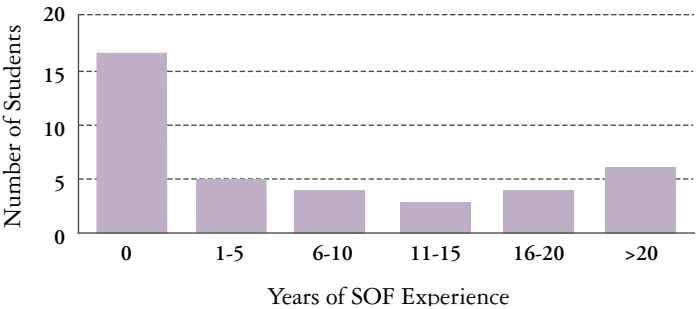
COURSE CODE: SOC 3345	
LENGTH: 4 Days	
Total Iterations	4
On-Station	1
Off-Station	3
Students	86
Academic Hours	32
Student Contact Hours	2752
Military Students	
Officer	76%
Enlisted	24%
<i>Participating Interagencies: 7</i>	



Course Demographics

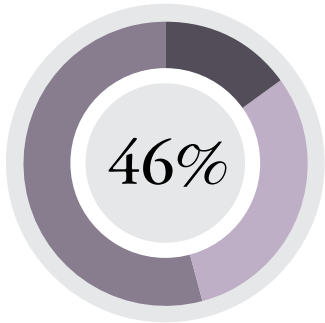
USA	5	13%
USAF	2	5%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	31	79%
CTR	1	3%
IA	0	0%
INT'L	0	0%

Years of SOF Experience



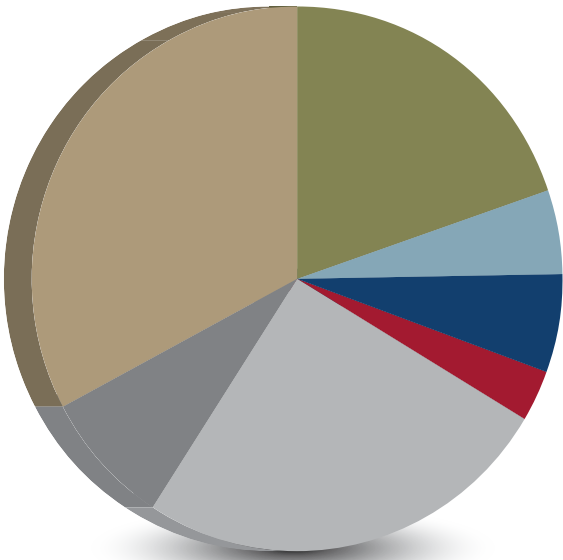
Students by SOF Category

SOF	6	15%
SOF Enabler	12	31%
Non-SOF	21	54%
SOF & Enabler Total %		46%



OVERALL COURSE SURVEY RESULTS

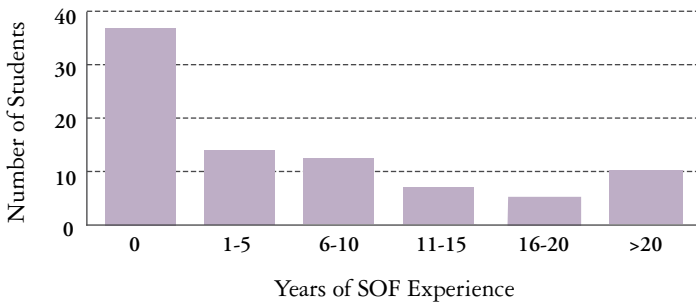
The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.9	4.7
The content of this course was what I expected or better.	4.8	4.6
The information provided in this course will be useful to me in my job.	4.9	4.5
I would recommend this course to others.	4.9	4.6
	4.9	4.7



Course Demographics

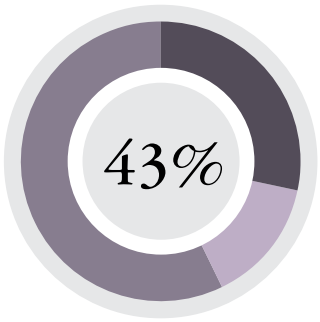
USA	17	20%
USAF	4	5%
USN	5	6%
USMC	3	3%
USCG	0	0%
CIV	22	26%
CTR	7	8%
IA	28	33%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	24	29%
SOF Enabler	12	14%
Non-SOF	48	57%
SOF & Enabler Total %		43%



OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.9	4.7
The content of this course was what I expected or better.	4.8	4.6
The information provided in this course will be useful to me in my job.	4.7	4.5
I would recommend this course to others.	4.7	4.6
	4.9	4.7

CENTER FOR CONTINUING EDUCATION

Combined/Joint Force Special Operations
Component Commanders Course

The C/JFSOCC is designed to prepare general/flag officers with special operations experience, along with senior executive service personnel from other government agencies for theater-wide, operational-level, combat leadership. This Chairman of the Joint Chiefs of Staff Officer Professional Military Education Policy designated warfighter course develops senior leader understanding of the complexities of major joint, combined, interagency, and multinational operations conducted by joint SOF to accomplish strategic objectives. Participants attend by invitation only.

COURSE CODE: SOC 5450
LENGTH: 4.5 Days

Total Iterations	1
On-Station	1
Off-Station	0
Students	20
Academic Hours	36
Student Contact Hours	720
Military Students	
Officer	88%
Enlisted	13%

Participating Interagencies: 4
Participating INT'L Countries: 2

CENTER FOR CONTINUING EDUCATION

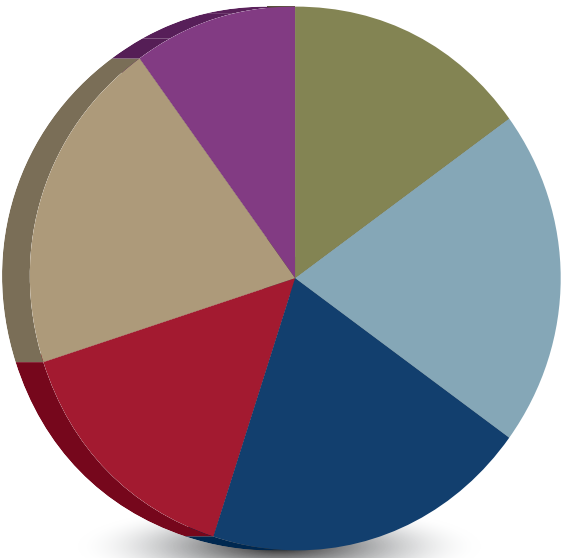
Counter Threat Finance Course

This course is an introduction to threat finance and counter threat finance (CTF) fundamentals for SOF, conventional force, and interagency students supporting SOF. The course outlines CTF strategic context, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions. Students learn how to recognize and describe threat networks. They identify intelligence methods to collect and analyze information to target adversary financial networks. Students will select lethal or nonlethal engagement options in order to disrupt or dismantle threat financial facilitation.

COURSE CODE: SOC 2615
LENGTH: 5 Days

Total Iterations	4
On-Station	1
Off-Station	3
Students	162
Academic Hours	36
Student Contact Hours	5832
Military Students	
Officer	32%
Enlisted	68%

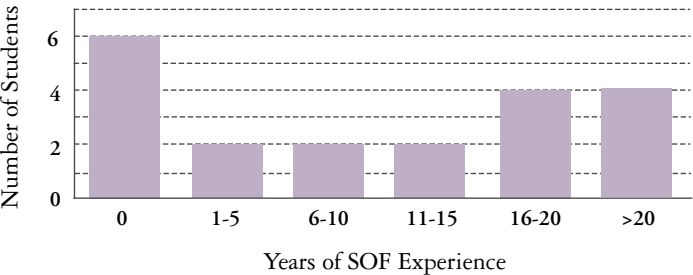
Participating Interagencies: 3



Course Demographics

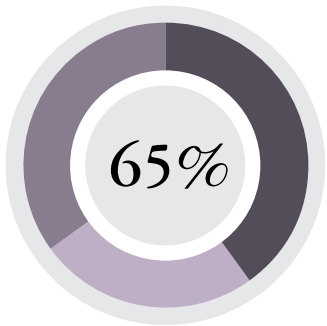
USA	3	15%
USAF	4	20%
USN	4	20%
USMC	3	15%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	4	20%
INT'L	2	10%

Years of SOF Experience



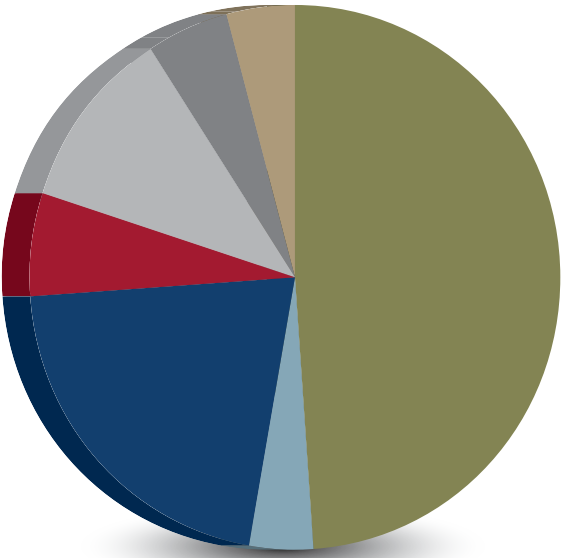
Students by SOF Category

SOF	8	40%
SOF Enabler	5	25%
Non-SOF	7	35%
SOF & Enabler Total %		65%



OVERALL COURSE SURVEY RESULTS

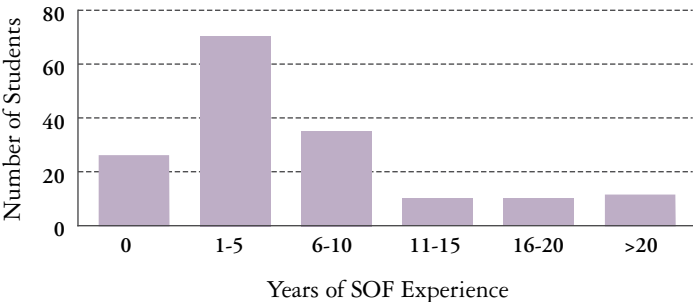
	CRS	UNIV.
The course was well organized.	4.9	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.7	4.5
The information provided in this course will be useful to me in my job.	4.8	4.6
I would recommend this course to others.	4.8	4.7



Course Demographics

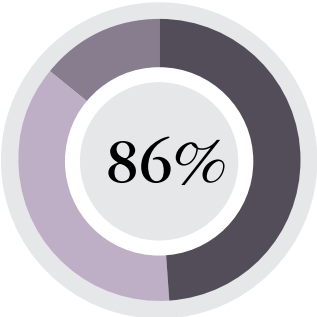
USA	79	49%
USAF	6	4%
USN	34	21%
USMC	10	6%
USCG	0	0%
CIV	18	11%
CTR	8	5%
IA	7	4%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	77	49%
SOF Enabler	57	37%
Non-SOF	22	14%
SOF & Enabler Total %		86%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.5
The information provided in this course will be useful to me in my job.	4.4	4.6
I would recommend this course to others.	4.6	4.7

CENTER FOR CONTINUING EDUCATION

Countering Violent Extremism Course

This course presents an overview of contemporary issues to confront violent extremism. Students gain a comprehensive awareness of the dynamics associated with the development of violent extremism. Students will explore issues of legitimacy, the root causes, and organizational dynamics of the development of violent extremism. Students will also explore messaging, prevention, motivations, and how to utilize social and cultural factors as tools.

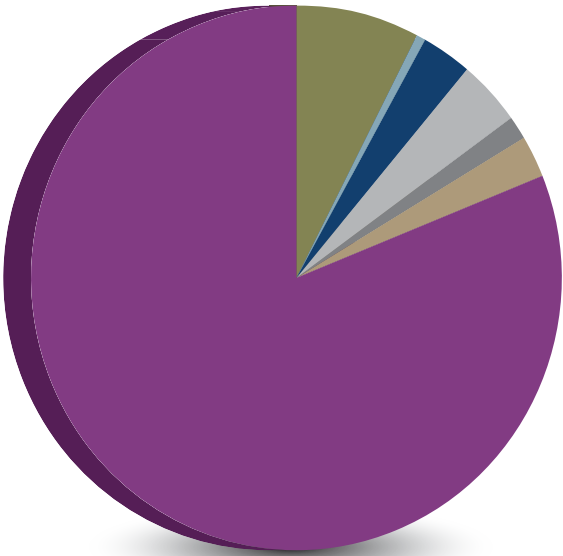
COURSE CODE: SOC 3446	
LENGTH: 10 Days	
Total Iterations	8
On-Station	2
Off-Station	6
Students	206
Academic Hours	76
Student Contact Hours	8372
Military Students	
Officer	81%
Enlisted	19%
Participating INT'L Countries: 40	

CENTER FOR CONTINUING EDUCATION

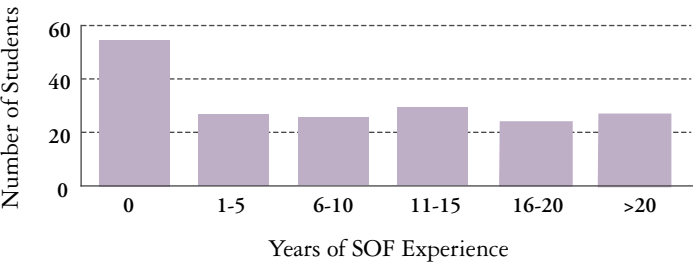
Inter-Ministerial Collaboration Course

This course provides students an understanding of how military forces collaborate with the law enforcement, intelligence, developmental, and informational elements of power in the international environment to disrupt complex, irregular threats. This course can have a national or regional focus, consisting of a five day program of instruction presented through lectures, guided discussions, and a practical exercise. This course is designed for mid and senior level personnel from partner nation organizations involved in countering violent extremism.

COURSE CODE: SOC 3426	
LENGTH: 4 Days	
Total Iterations	3
On-Station	0
Off-Station	3
Students	92
Academic Hours	28
Student Contact Hours	2576
Military Students	
Officer	100%
Enlisted	0%
Participating INT'L Countries: 3	

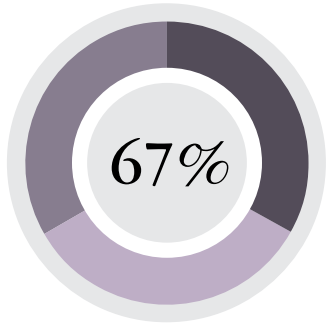


Years of SOF Experience



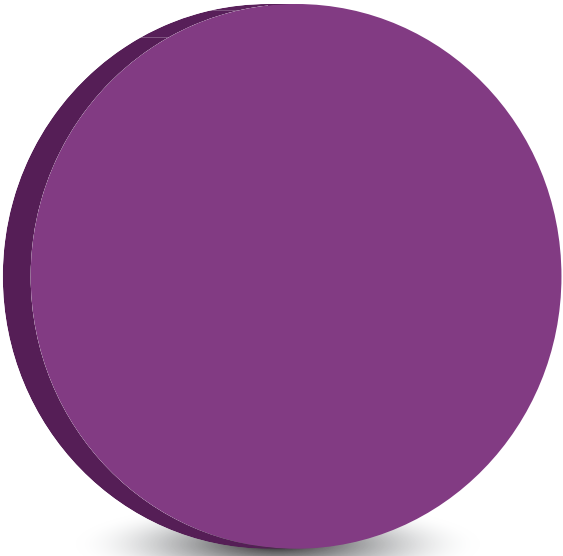
Students by SOF Category

SOF	63	33%
SOF Enabler	64	34%
Non-SOF	63	33%
SOF & Enabler Total %		67%

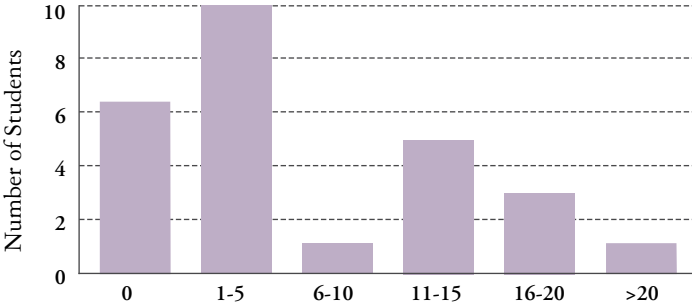


OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.7	4.7
The content of this course was what I expected or better.	4.5	4.6
The information provided in this course will be useful to me in my job.	4.3	4.5
I would recommend this course to others.	4.6	4.6
	4.8	4.7

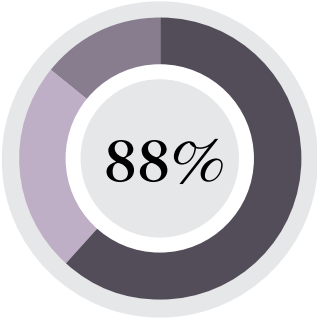


Years of SOF Experience



Students by SOF Category

SOF	16	18%
SOF Enabler	64	70%
Non-SOF	11	12%
SOF & Enabler Total %		88%



OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.7	4.7
The content of this course was what I expected or better.	4.4	4.6
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.6	4.6
	4.6	4.7

CENTER FOR CONTINUING EDUCATION

Design Thinking for Practitioners Course

This is a practicum-based course designed to develop SOF practitioners who apply design thinking to USSOCOM planning efforts. The course will apply the design process to contend with complex problems. Students work as small groups to simulate design teams and present a visualization and narrative of a complex problem. Students then apply critiquing skills to allow the other small groups to reflect and reframe their narratives. The objective of this course is for graduates to be able to meaningfully contribute to the design process as a member of a design team or Joint Planning Guidance. Graduates should be able to produce a comprehensive narrative and design deliverables that will better inform operational-level special operations planning.

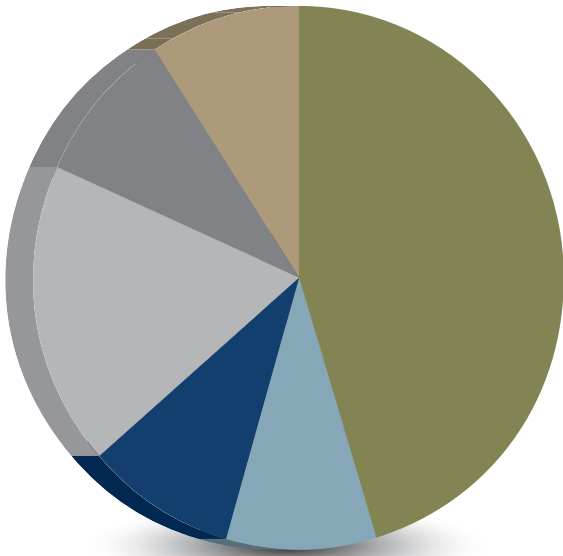
COURSE CODE: SOC 4445	
LENGTH: 10 Days	
Total Iterations	1
On-Station	1
Off-Station	0
Students	11
Academic Hours	75
Student Contact Hours	836
Military Students	
Officer	86%
Enlisted	14%

CENTER FOR CONTINUING EDUCATION

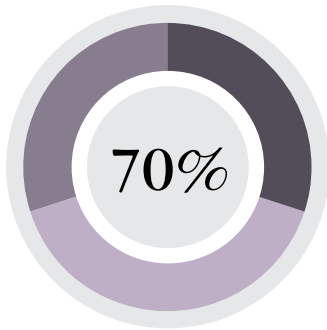
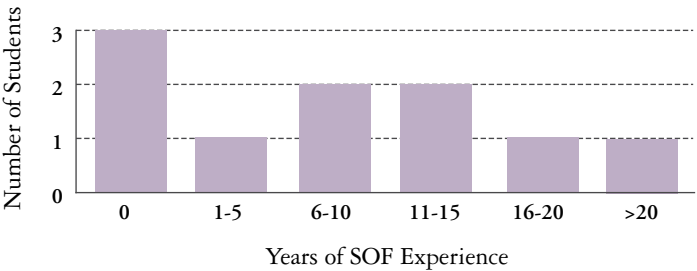
Introduction to Design Thinking Course

This course presents a one-week introduction to the principles and application of design methodologies as they apply to SOF. Students will comprehend the concepts, language, and methodology of operational design. Students will employ critical and creative thinking skills in a seminar environment while being guided by expert practitioner-educators during a week long practicum. Students will apply the concepts of appreciate the situation, identify the problem, reframe the problem, and develop an approach while creating a narrative that forms the basis for a SOF leader's estimate.

COURSE CODE: SOC 3440	
LENGTH: 5 Days	
Total Iterations	5
On-Station	5
Off-Station	0
Students	89
Academic Hours	40
Student Contact Hours	3560
Military Students	
Officer	70%
Enlisted	30%



Years of SOF Experience



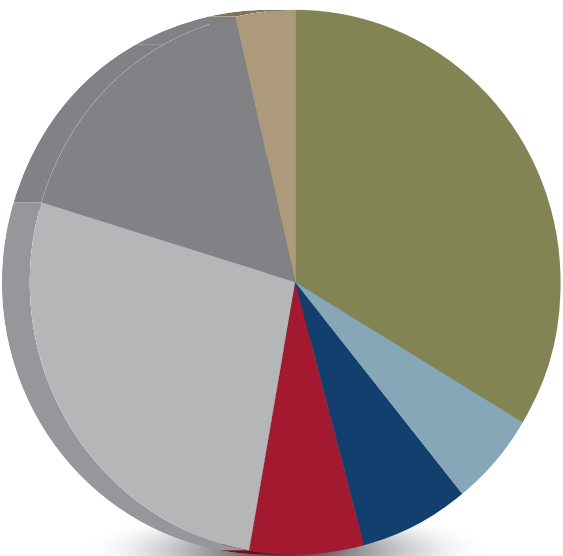
Students by SOF Category			
■ SOF	3	30%	
■ SOF Enabler	4	40%	
■ Non-SOF	3	30%	
SOF & Enabler Total %		70%	

Course Demographics

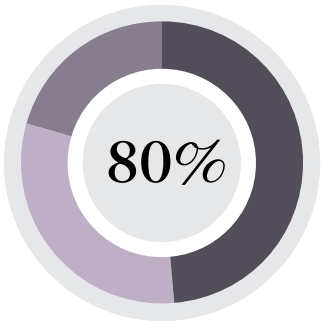
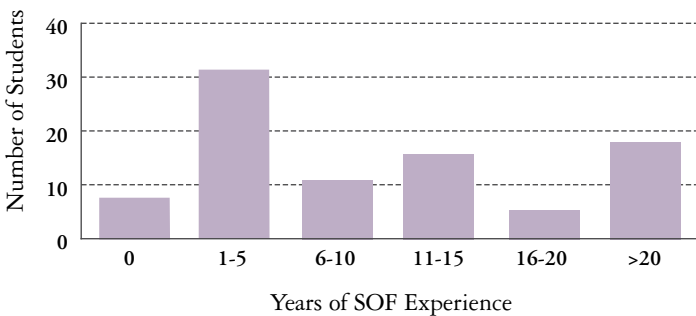
■ USA	5	45%
■ USAF	1	9%
■ USN	1	9%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	2	18%
■ CTR	1	9%
■ IA	1	9%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	Pilot	4.7
The content of this course was what I expected or better.	NA	4.6
The information provided in this course will be useful to me in my job.	NA	4.5
I would recommend this course to others.	NA	4.6
	NA	4.7



Years of SOF Experience



Students by SOF Category			
■ SOF	43	49%	
■ SOF Enabler	27	31%	
■ Non-SOF	18	20%	
SOF & Enabler Total %		80%	

Course Demographics

■ USA	30	34%
■ USAF	5	6%
■ USN	6	7%
■ USMC	6	7%
■ USCG	0	0%
■ CIV	24	27%
■ CTR	15	17%
■ IA	3	3%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.8	4.7
The content of this course was what I expected or better.	4.7	4.6
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.6	4.6
	4.8	4.7

CENTER FOR CONTINUING EDUCATION

Introduction to Irregular Warfare
Distance Learning Course

This is a 30-day online educational program hosted by Joint Knowledge Online (JKO). The course discusses fundamental concepts of Irregular Warfare (IW) and irregular adversaries, military support for stability operations, security force assistance, and building partner capacity. The collection of IW modules provides relevant IW content to those who cannot attend resident courses or who need the distance learning to reinforce resident attendance.

COURSE CODE: SOC 2610
LENGTH: 4 Wks DL

Total Iterations	Continuous
On-Station	NA
Off-Station	NA
Students	447
Academic Hours	24
Student Contact Hours	10728
Military Students	
Officer	39%
Enlisted	61%

CENTER FOR CONTINUING EDUCATION

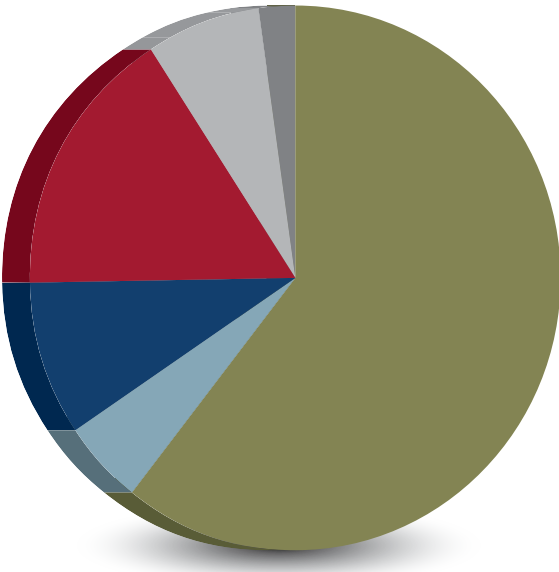
Introduction to Special Operations Forces
(Fully Online)

This online course is an introduction to U.S. SOF. The course is designed for individuals with minimal special operations experience who have been identified to serve on a joint special operations staff. The course describes the core activities, primary functions, organizations, capabilities, and doctrinal employment of U.S. SOF along with key concepts and terms.

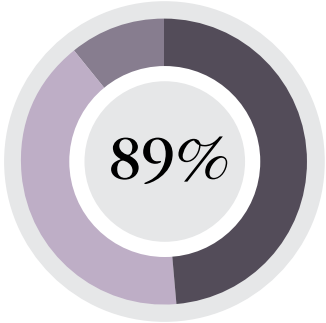
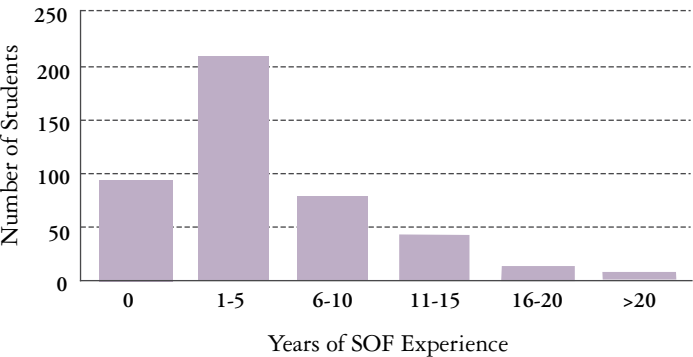
COURSE CODE: SOC 1210
LENGTH: 4 Wks DL

Total Iterations	Continuous
On-Station	NA
Off-Station	NA
Students	2583
Academic Hours	8
Student Contact Hours	20664
Military Students	
Officer	48%
Enlisted	52%

Participating Interagencies: 6
Participating INT'L Countries: 8



Years of SOF Experience



Students by SOF Category

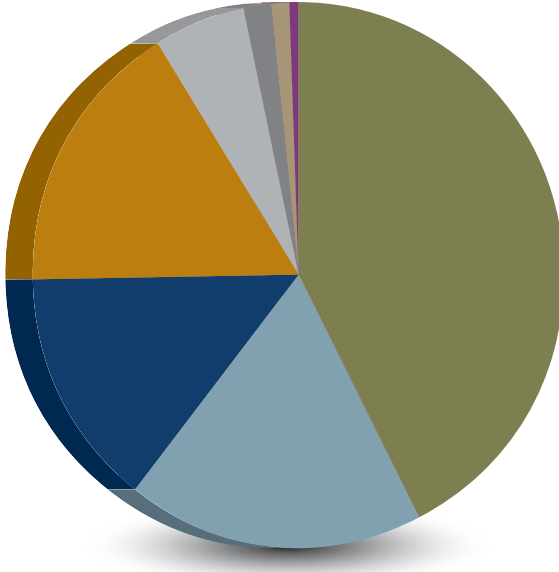
SOF	216	49%
SOF Enabler	181	41%
Non-SOF	47	11%
SOF & Enabler Total %		89%

Course Demographics

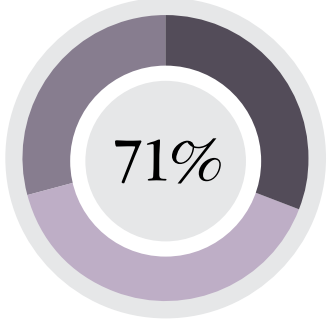
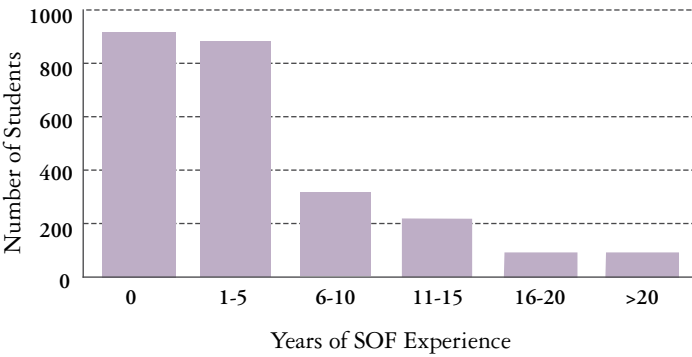
USA	266	60%
USAF	34	8%
USN	49	11%
USMC	64	14%
USCG	2	0%
CIV	21	5%
CTR	11	2%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	NA	4.7
The content of this course was what I expected or better.	NA	4.6
The information provided in this course will be useful to me in my job.	NA	4.5
I would recommend this course to others.	NA	4.6
	NA	4.7



Years of SOF Experience



Students by SOF Category

SOF	783	31%
SOF Enabler	1002	40%
Non-SOF	729	29%
SOF & Enabler Total %		71%

Course Demographics

USA	1098	43%
USAF	468	18%
USN	365	14%
USMC	427	17%
USCG	2	0%
CIV	143	6%
CTR	43	2%
IA	25	1%
INT'L	12	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.5	4.7
The content of this course was what I expected or better.	4.5	4.6
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.4	4.6
	4.4	4.7

CENTER FOR CONTINUING EDUCATION

Joint Special Operations
Chaplain/Chaplain Assistant Course

Designed for Army, Navy, and Air Force chaplains and chaplain assistants/religious program specialists on or pending assignment to USSOCOM staff, components, subunified commands, and TSOs, this course provides an overview of specific religious support issues within each component and command best practices. It will examine religious support (RS) programs, unique funding issues, RS role on the interdisciplinary team, Preservation of the Force and Family (POTFF) Team, and supportive care and family life capabilities across the SOF enterprise.

COURSE CODE: SOC 3628
LENGTH: 5 Days

Total Iterations	2
On-Station	2
Off-Station	0
Students	99
Academic Hours	40
Student Contact Hours	3960
Military Students	
Officer	61%
Enlisted	39%

CENTER FOR CONTINUING EDUCATION

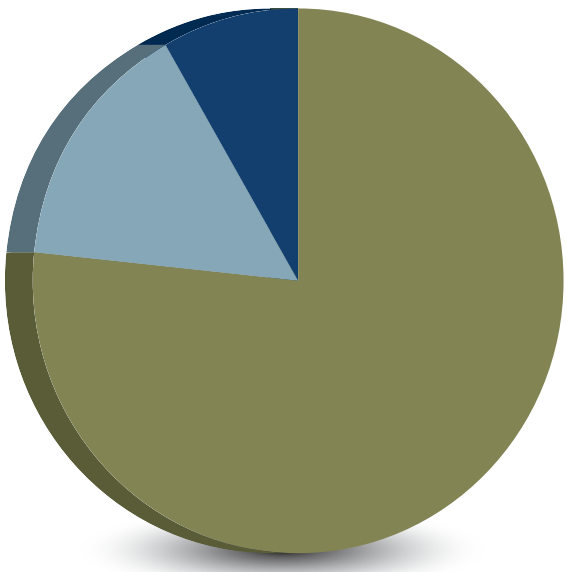
Joint Special Operations Forces
Pre-Command Course

The JSOFPCC is a USSOCOM Commander-directed course designed for all centrally selected SOF commanders (O-5 to O-6) and their command senior enlisted leaders (E-9). Distinct from component courses, the curriculum prepares designated leaders for command by providing a common understanding of joint SOF doctrine and by providing a venue for networking and discussion of the salient issues, policy, selected functions, and duties for joint SOF leaders within the USSOCOM Enterprise. Students are identified to attend by their component personnel office.

COURSE CODE: SOC 5460
LENGTH: 4.5 Days

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	101
Academic Hours	36
Student Contact Hours	3636
Military Students	
Officer	80%
Enlisted	20%

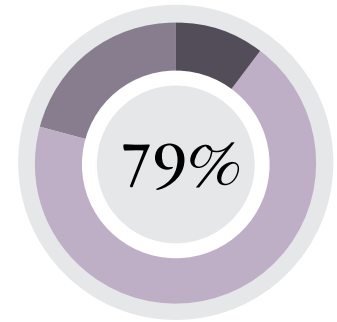


Years of SOF Experience



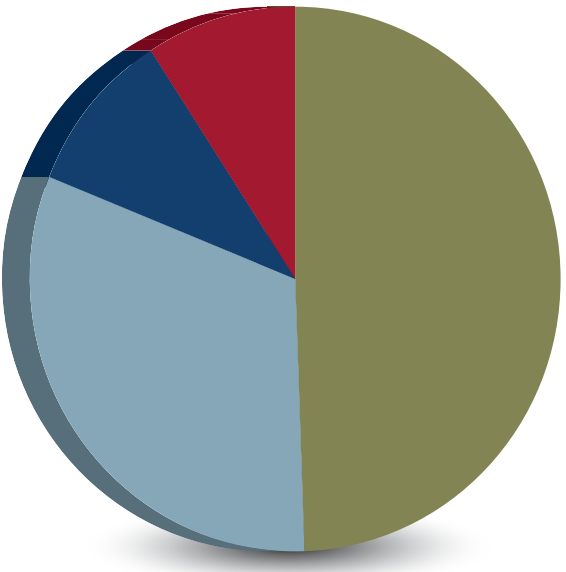
Students by SOF Category

SOF	10	10%
SOF Enabler	66	69%
Non-SOF	20	21%
SOF & Enabler Total %		79%

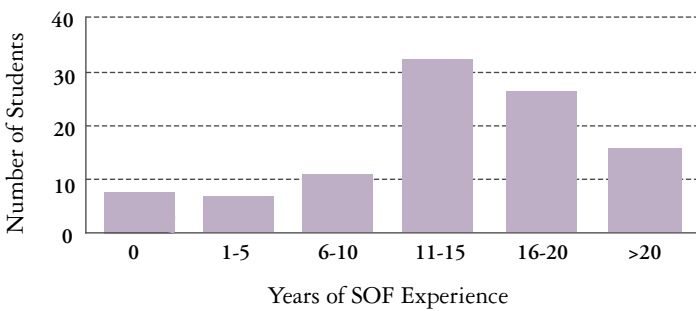


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.2	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.3	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.5	4.7

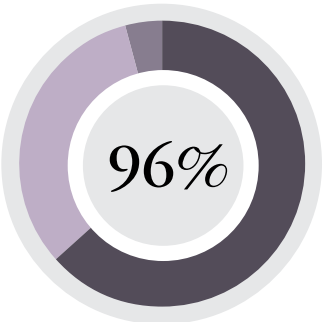


Years of SOF Experience



Students by SOF Category

SOF	64	63%
SOF Enabler	33	33%
Non-SOF	4	4%
SOF & Enabler Total %		96%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.3	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.6	4.7

CENTER FOR CONTINUING EDUCATION

Joint Special Operations
Medical Orientation Course

This course is designed for officers, warrant officers, noncommissioned officers, and U.S. Government civilian employees who are serving the SOF community or in direct support of the SOF medical community. This course introduces SOF medical operations concepts. It explains the fundamentals of the USSO-COM mission, roles, and capabilities with a focus on medical operations in a joint SOF setting. It also examines operations/plans, current lessons learned, medical intelligence, medical force protection, operational risk assessment, health surveillance, and SOF-relevant clinical subjects.

COURSE CODE: SOC 3627
LENGTH: 5 Days

Total Iterations	2
On-Station	2
Off-Station	0
Students	54
Academic Hours	40
Student Contact Hours	2160
Military Students	
Officer	81%
Enlisted	19%

Participating Interagencies: 1

CENTER FOR CONTINUING EDUCATION

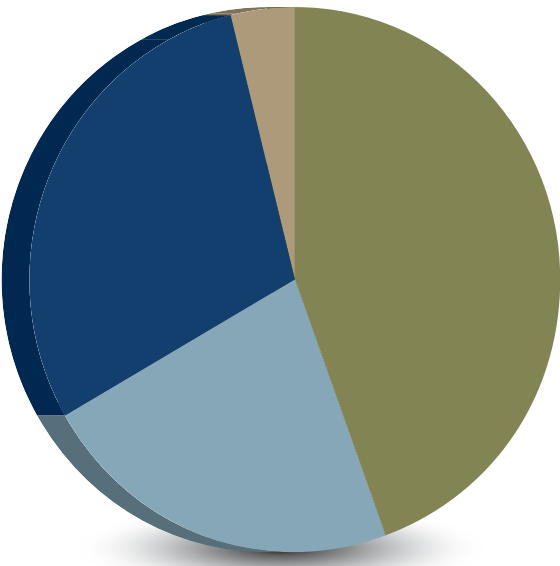
Joint Special Operations Task Force
Course

This online course is hosted by JKO. It is a self-paced, interactive computer-based training course that provides information on specific functional areas of a JSOTF staff and basic knowledge of SOF component commands, to include their missions, capabilities, and limitations. It is designed for individuals assigned to a JSOTF headquarters who are service specialty or branch qualified, but not necessarily qualified or experienced with joint SOF operations.

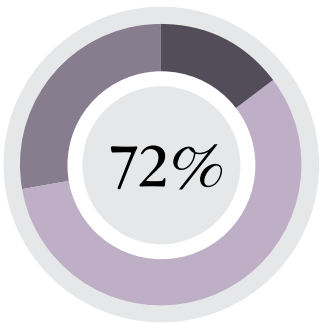
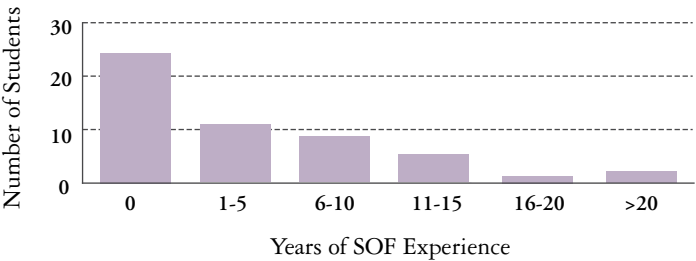
COURSE CODE: SOC 1610
LENGTH: 4 Wks DL

Total Iterations	Continuous
On-Station	NA
Off-Station	NA
Students	942
Academic Hours	19
Student Contact Hours	17898
Military Students	
Officer	49%
Enlisted	51%

Participating Interagencies: 1



Years of SOF Experience



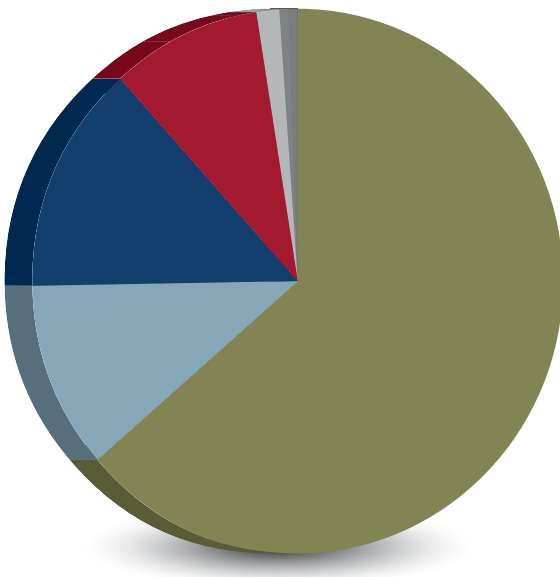
Students by SOF Category

SOF	8	15%
SOF Enabler	31	57%
Non-SOF	15	28%

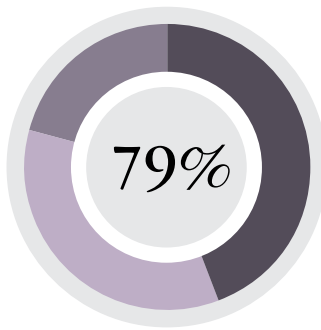
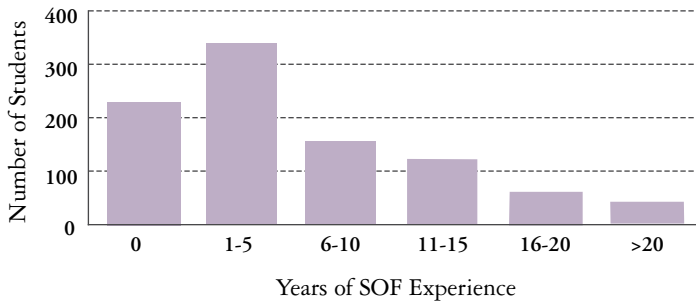
SOF & Enabler Total % 72%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.2	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.5	4.7



Years of SOF Experience



Students by SOF Category

SOF	412	44%
SOF Enabler	327	35%
Non-SOF	193	21%

SOF & Enabler Total % 79%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.3	4.7
The objectives of the course were successfully achieved.	4.2	4.6
The content of this course was what I expected or better.	4.1	4.5
The information provided in this course will be useful to me in my job.	4.3	4.6
I would recommend this course to others.	4.2	4.7

CENTER FOR CONTINUING EDUCATION

Maritime Operational Planning Course

This course is designed for mid-career officers and NCOs from the SOF maritime community, who may serve as an operational-level maritime staff planner. The course is focused on the SOF component planning and the integration of SOF elements within a maritime JTF. Key lessons include the operational planning process, centers of gravity and critical factor analysis, mission analysis, and course of action development. Students also address the SOF perspective for joint operations, SOF command and control relationships, multi-national operations, maritime SOF capabilities and the maritime threat environment. The MET curriculum can be tailored to meet specific national requirements.

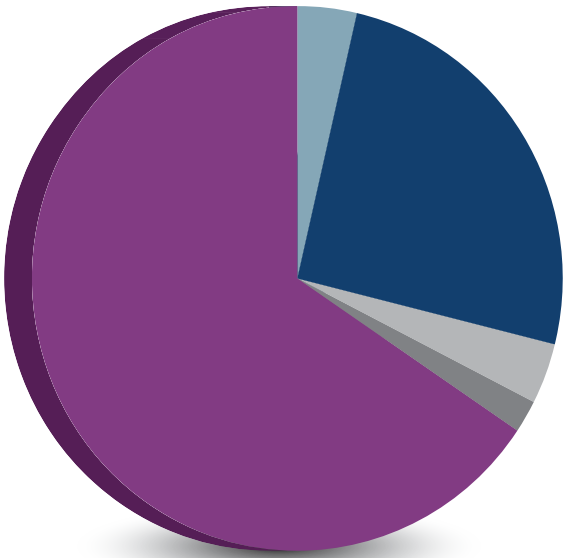
COURSE CODE: SOC 3603	
LENGTH: 5 Days	
Total Iterations	4
On-Station	0
Off-Station	4
Students	55
Academic Hours	40
Student Contact Hours	2200
Military Students	
Officer	63%
Enlisted	37%
Participating INT'L Countries: 2	

CENTER FOR CONTINUING EDUCATION

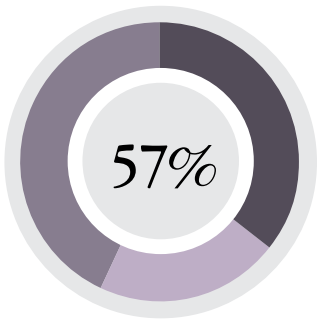
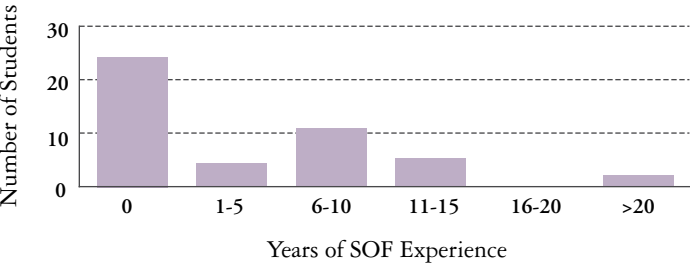
Non-Standard Logistics Course

This course presents best practices in critical/strategic thinking, innovation, problem solving, risk management, negotiations, influence leadership, persuasive communication, and trust conducting global logistics service/support. The course will provide students with advanced skills, knowledge, and abilities that stimulate innovative thinking to aggressively serve the complex special operations forces (SOF) full spectrum of logistics.

COURSE CODE: SOC 3638	
LENGTH: 5 Days	
Total Iterations	1
On-Station (Pilot)	1
Off-Station	0
Students	32
Academic Hours	40
Student Contact Hours	1280
Military Students	
Officer	44%
Enlisted	56%



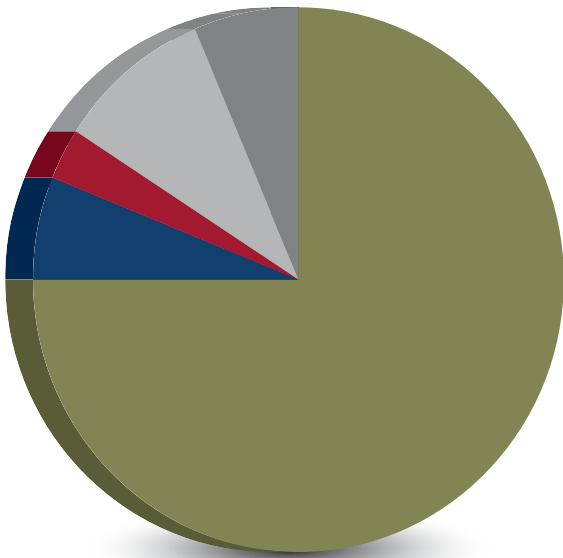
Years of SOF Experience



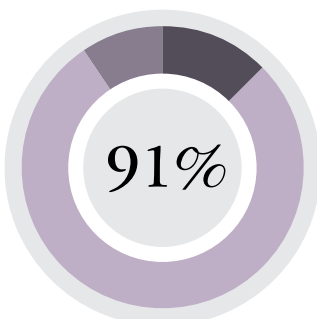
Students by SOF Category		
■ SOF	20	36%
■ SOF Enabler	12	21%
■ Non-SOF	24	43%
SOF & Enabler Total %		
57%		

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.6	4.7
The content of this course was what I expected or better.	4.5	4.6
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.4	4.6
	4.4	4.7



Years of SOF Experience



Students by SOF Category		
■ SOF	4	13%
■ SOF Enabler	25	78%
■ Non-SOF	3	9%
SOF & Enabler Total %		
91%		

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	NA	4.7
The content of this course was what I expected or better.	NA	4.6
The information provided in this course will be useful to me in my job.	NA	4.5
I would recommend this course to others.	NA	4.6
	NA	4.7

CENTER FOR CONTINUING EDUCATION

Operational Planning Course

This course is designed for international special operations military officers (O-2 to O-5), warrant officers, and senior NCOs who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. The course focuses on links between national security guidance and military strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. The MET curriculum can be tailored to meet specific national requirements. This course is approved for funding through the CTFP.

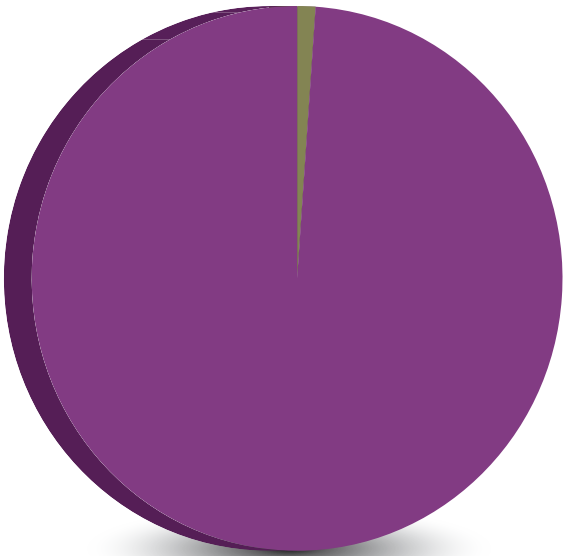
COURSE CODE: SOC 3604	
LENGTH: 7.5 days	
Total Iterations	11
On-Station	1
Off-Station	10
Students	235
Academic Hours	60
Student Contact Hours	14100
Military Students	
Officer	83%
Enlisted	17%
Participating INT'L Countries: 8	

CENTER FOR CONTINUING EDUCATION

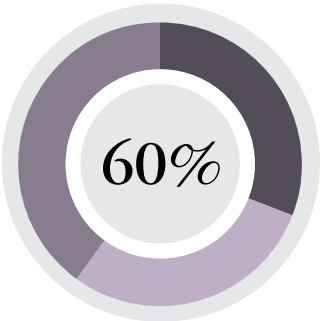
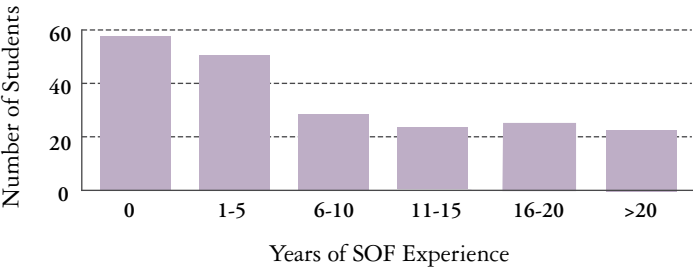
Preparation of the Environment Orientation Course

This classified course provides an introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission. Students are identified to attend by the component personnel office and approved by the TSOC.

COURSE CODE: SOC 3610	
LENGTH: 8 Days	
Total Iterations	4
On-Station	4
Off-Station	0
Students	73
Academic Hours	64
Student Contact Hours	4672
Military Students	
Officer	42%
Enlisted	58%



Years of SOF Experience

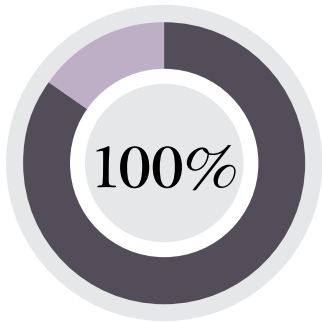
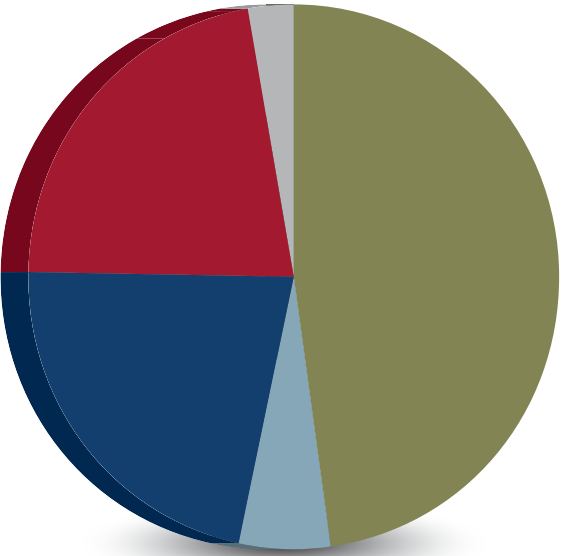


Students by SOF Category			
■ SOF	73	31%	
■ SOF Enabler	69	29%	
■ Non-SOF	94	40%	
SOF & Enabler Total %		60%	

Course Demographics

■ USA	3	1%
■ USAF	0	0%
■ USN	0	0%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	0	0%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	232	99%

OVERALL COURSE SURVEY RESULTS		CRS	UNIV.
The course was well organized.		4.7	4.7
The objectives of the course were successfully achieved.		4.7	4.6
The content of this course was what I expected or better.		4.7	4.5
The information provided in this course will be useful to me in my job.		4.6	4.6
I would recommend this course to others.		4.8	4.7



Students by SOF Category			
■ SOF	62	85%	
■ SOF Enabler	11	15%	
■ Non-SOF	0	0%	
SOF & Enabler Total %		100%	

Course Demographics

■ USA	35	48%
■ USAF	4	5%
■ USN	16	22%
■ USMC	16	22%
■ USCG	0	0%
■ CIV	2	3%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS		CRS	UNIV.
The course was well organized.		4.8	4.7
The objectives of the course were successfully achieved.		4.7	4.6
The content of this course was what I expected or better.		4.6	4.5
The information provided in this course will be useful to me in my job.		4.7	4.6
I would recommend this course to others.		4.7	4.7

CENTER OF CONTINUING EDUCATION

Principles of Resistance in Modern Warfare

This course is designed to educate foreign partners in the principles of resistance in modern warfare, and can be adopted to meet U.S. SOF educational requirements. The course explores the principles of resistance in modern warfare, specifically violent resistance movements. The course explores the concepts, theories and techniques of resistance movements from a historical and military perspective. The course provides insights of why and how resistance movements form and progress. Additionally, the course provides an in-depth study of clandestine resistance movement’s organizational structure to include the form, function and logic of cellular networks.

COURSE CODE: SOC 3609
LENGTH: 5 Days

Total Iterations	6
On-Station	0
Off-Station	6
Students	130
Academic Hours	32
Student Contact Hours	4160
Military Students	
Officer	53%
Enlisted	47%
Participating INT’L Countries: 6	

CENTER FOR CONTINUING EDUCATION

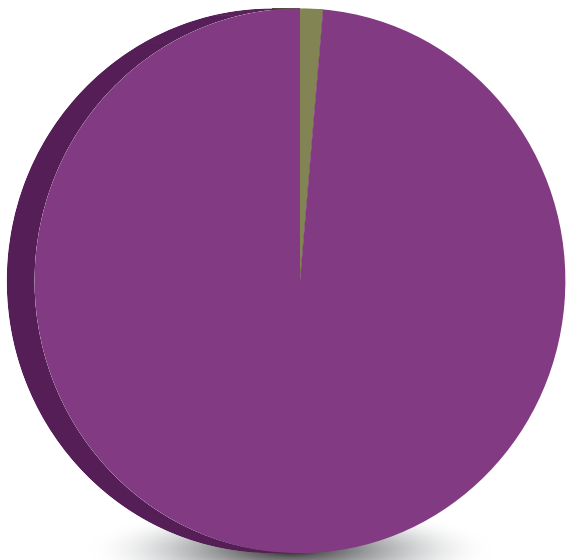
Security Cooperation Management Operator’s Course

This course is an entry-level (Security Cooperation Workforce Level 2) course designed for personnel new to the security cooperation (SC) field or performing security cooperation duties on a part-time basis. It provides an overview of the full range of security cooperation activities, to include legislation, policy, foreign military sales (FMS) process, logistics, finance, and training management.

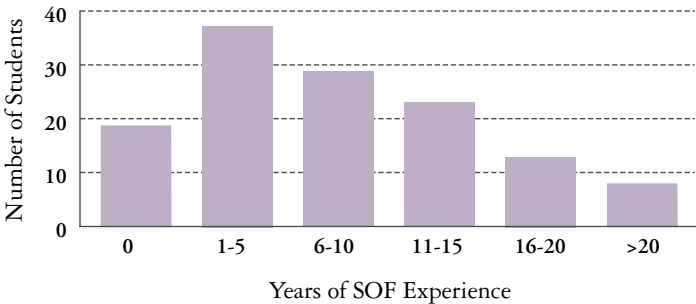
**Note: Students completing this course will receive a Defense Institute Security Assistance Management (DISAM) certificate. Course content is validated by DISAM.*

COURSE CODE: SOC 3210
LENGTH: 8 Days

Total Iterations	8
On-Station	5
Off-Station	3
Students	104
Academic Hours	40
Student Contact Hours	3748
Military Students	
Officer	64%
Enlisted	36%

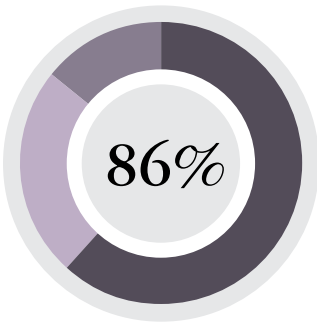


Years of SOF Experience



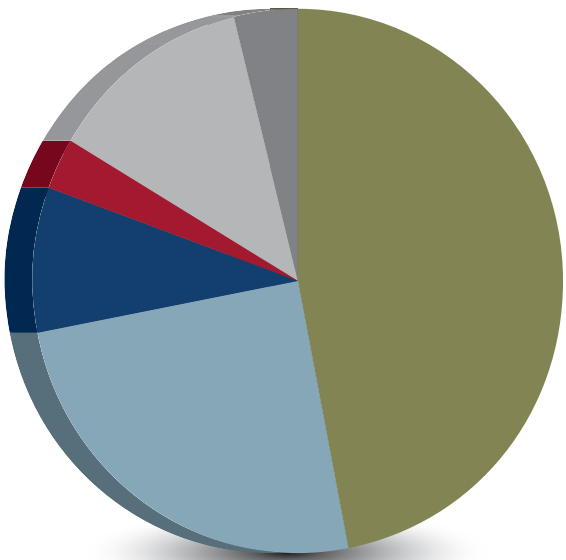
Students by SOF Category

SOF	79	62%
SOF Enabler	31	24%
Non-SOF	18	14%
SOF & Enabler Total %		86%

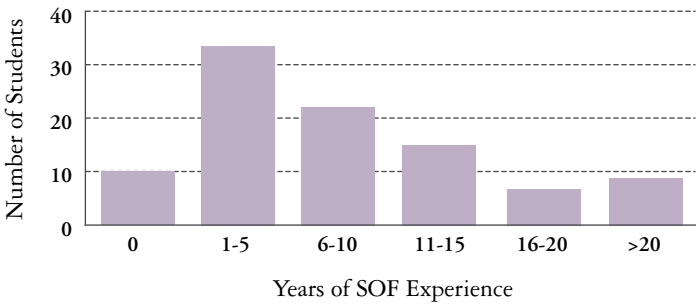


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.6	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.3	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.6	4.7

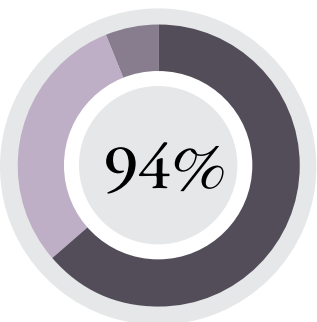


Years of SOF Experience



Students by SOF Category

SOF	65	64%
SOF Enabler	31	30%
Non-SOF	6	6%
SOF & Enabler Total %		94%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.8	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.8	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.8	4.7

CENTER FOR CONTINUING EDUCATION
SOF Resource Management Course

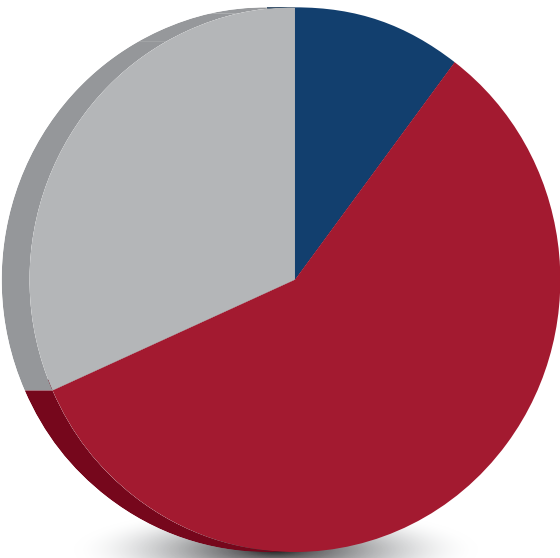
This course is designed for special operations officers, warrant officers, NCOs, and civilians currently assigned to USSOCOM or a TSOC preparing for deployment or en route to serving at USSOCOM managing resources in a direct or indirect capacity. It will educate all personnel directly or indirectly involved in managing resources. This course examines the laws, rules, and processes for service common, base operating support, home station, and deployment area administrative and logistical support.

COURSE CODE: SOC 3629	
LENGTH: 5 Days	
Total Iterations	1
On-Station	1
Off-Station	0
Students	19
Academic Hours	36
Student Contact Hours	684
Military Students	
Officer	69%
Enlisted	31%

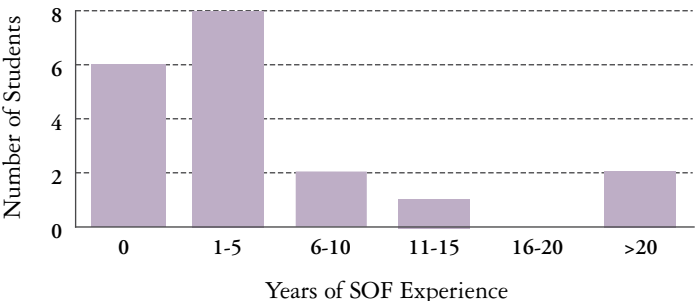
CENTER FOR CONTINUING EDUCATION
Special Operations Air Integration Course

This seminar is for U.S. and international officers (O-1 to O-4), warrant officers, NCOs (E-6 to E-9), and civilians assigned to or selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations in support of military operations. This course provides students from national, joint, or combined organizations the knowledge to integrate special operations air/aviation forces at the theater level as part of a combined special operations component in support of a coalition operation.

COURSE CODE: SOC 3601	
LENGTH: 5 Days	
Total Iterations	9
On-Station	0
Off-Station	9
Students	177
Academic Hours	40
Student Contact Hours	7080
Military Students	
Officer	82%
Enlisted	18%
<i>Participating INT'L Countries: 13</i>	

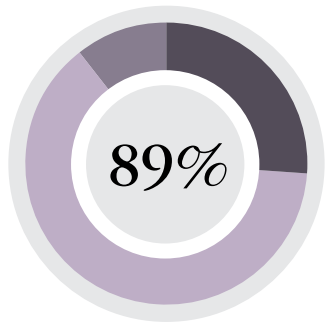


Years of SOF Experience



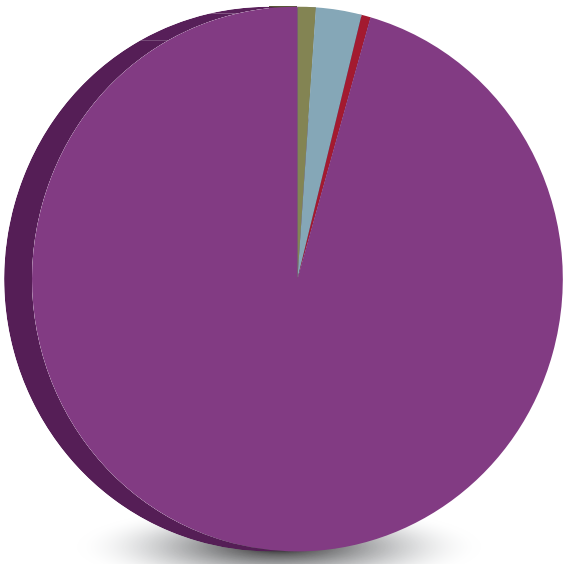
Students by SOF Category

■ SOF	5	26%
■ SOF Enabler	12	63%
■ Non-SOF	2	11%
SOF & Enabler Total %		89%

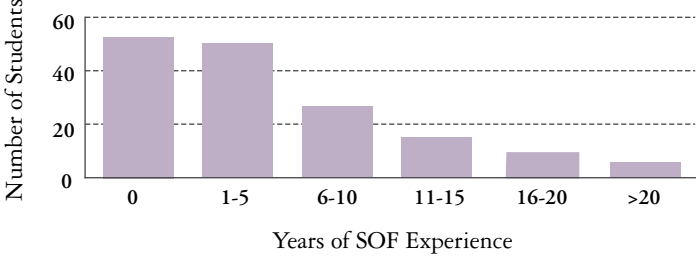


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.6	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.4	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.6	4.7

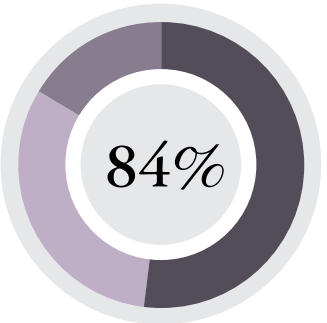


Years of SOF Experience



Students by SOF Category

■ SOF	87	52%
■ SOF Enabler	53	32%
■ Non-SOF	27	16%
SOF & Enabler Total %		84%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.2	4.5
The information provided in this course will be useful to me in my job.	4.2	4.6
I would recommend this course to others.	4.5	4.7

CENTER FOR CONTINUING EDUCATION

Special Operations Aviation Planning Course

This course is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who will be assigned to coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. The course provides students with the knowledge to plan and brief all phases of a special operations aviation mission. Unit-level planners will be prepared to plan and synchronize objectives and resources and account for environmental factors to support special operations ground or maritime operations.

COURSE CODE: SOC 3602
LENGTH: 5 Days

Total Iterations	9
On-Station	0
Off-Station	9
Students	187
Academic Hours	40
Student Contact Hours	7480
Military Students	
Officer	83%
Enlisted	17%
Participating INT'L Countries: 9	

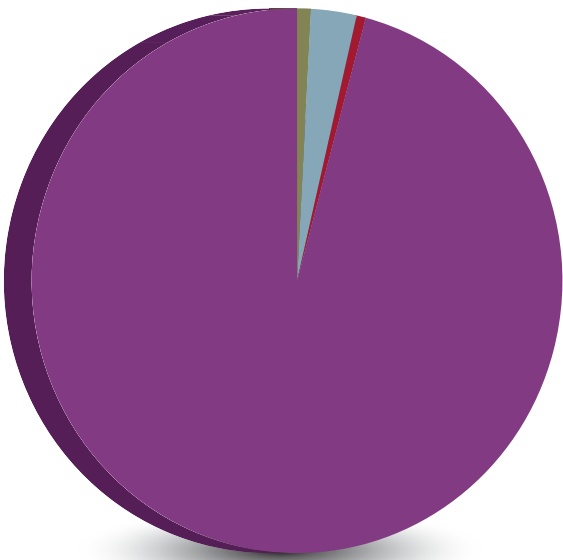
CENTER FOR CONTINUING EDUCATION

Special Operations Combating Terrorism Course

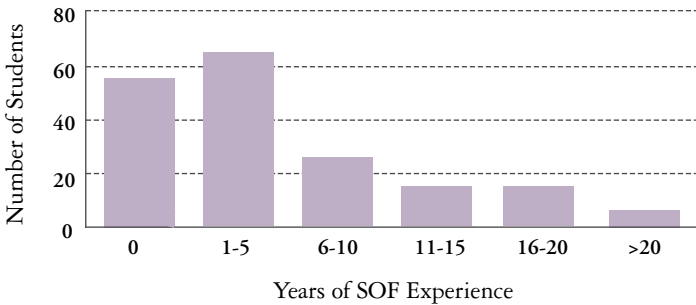
This course is an introduction to the Regional Defense Combating Terrorism Fellowship Program and presents a comprehensive perspective on how governments can combat terrorist threats. It is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

COURSE CODE: SOC 2415
LENGTH: 10 Days

Total Iterations	4
On-Station	3
Off-Station	1
Students	102
Academic Hours	76
Student Contact Hours	7752
Military Students	
Officer	89%
Enlisted	11%
Participating INT'L Countries: 34	

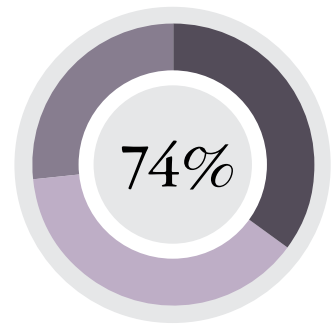


Years of SOF Experience



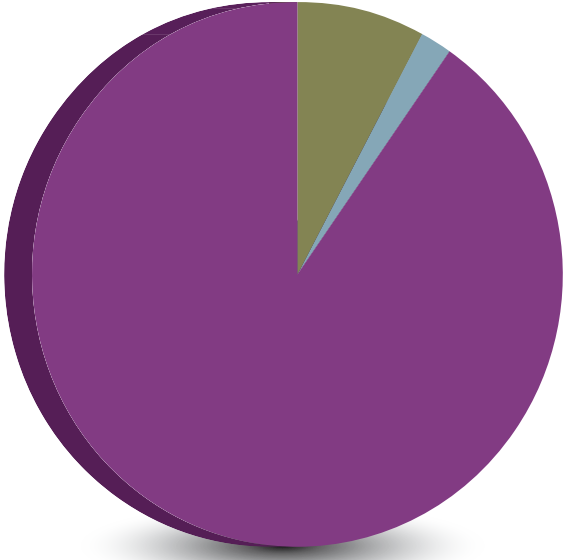
Students by SOF Category

SOF	65	35%
SOF Enabler	71	38%
Non-SOF	49	26%
SOF & Enabler Total %		74%

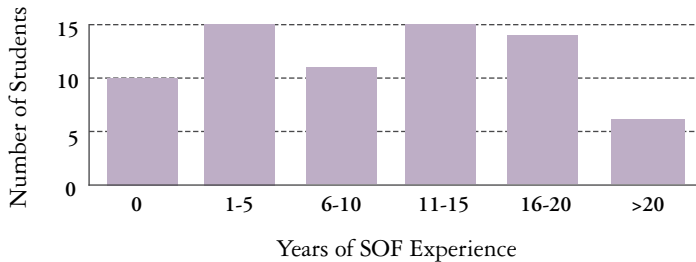


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.3	4.5
The information provided in this course will be useful to me in my job.	4.2	4.6
I would recommend this course to others.	4.5	4.7

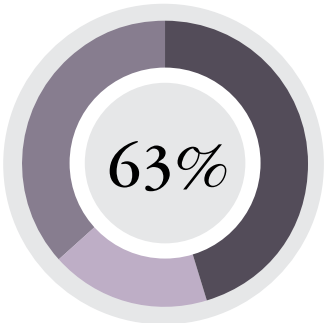


Years of SOF Experience



Students by SOF Category

SOF	46	46%
SOF Enabler	18	18%
Non-SOF	37	37%
SOF & Enabler Total %		63%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.4	4.7
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.5	4.5
The information provided in this course will be useful to me in my job.	4.4	4.6
I would recommend this course to others.	4.5	4.7

CENTER FOR CONTINUING EDUCATION

Special Operations Intelligence Course

This course prepares individuals for duty on JSOTF, TSOC, and the HQ USSOCOM intelligence staffs. It introduces SOF intelligence professionals to USSOCOM activities, functions and processes. It examines USSOCOM mission and core tasks, studies Intelligence Community support to SOF, USSOCOM J-2 staff elements, components' and TSOC lessons learned, SOF intelligence systems, intelligence support in irregular warfare, social science analytical methods, and specified emerging areas of interest.

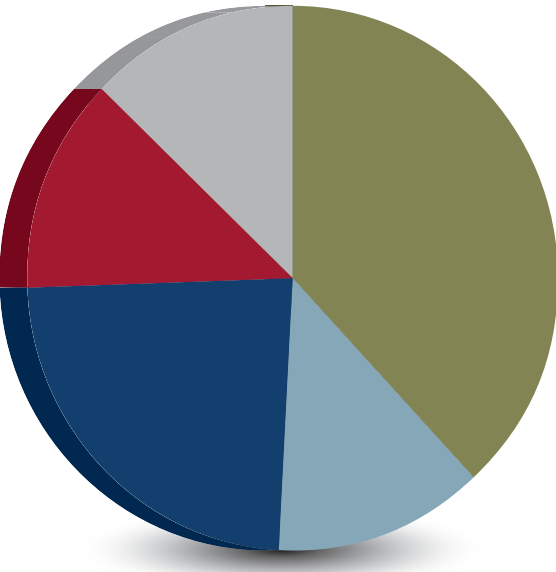
COURSE CODE: SOC 4750	
LENGTH: 10 Days	
Total Iterations	3
On-Station	3
Off-Station	0
Students	47
Academic Hours	60
Student Contact Hours	2820
Military Students	
Officer	63%
Enlisted	37%

CENTER FOR CONTINUING EDUCATION

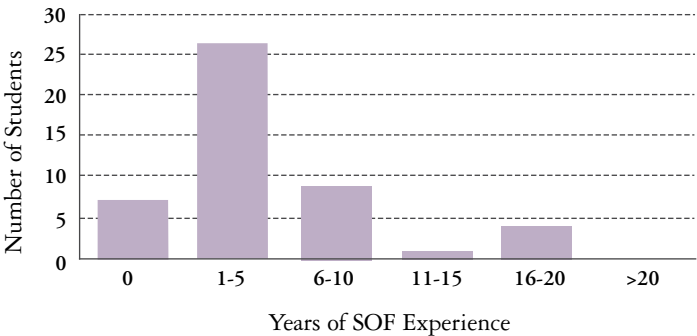
Special Operations Planning Course

This course is designed for special operations military and civilian personnel who are preparing for, en route to, or serving in a joint special operations assignment or position (TSOC, JSOC, JTF, JSOTF, or HQ USSOCOM). It focuses on center-of-gravity and critical factors analysis, the links between national security guidance and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. The course culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

COURSE CODE: SOC 3625	
LENGTH: 10 Days	
Total Iterations	6
On-Station	2
Off-Station	4
Students	169
Academic Hours	80
Student Contact Hours	13520
Military Students	
Officer	67%
Enlisted	33%
<i>Participating INT'L Countries: 3</i>	

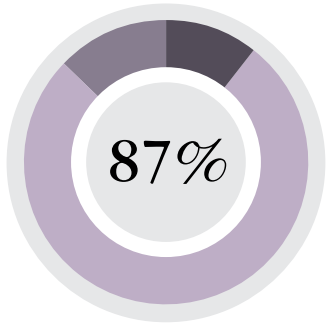


Years of SOF Experience



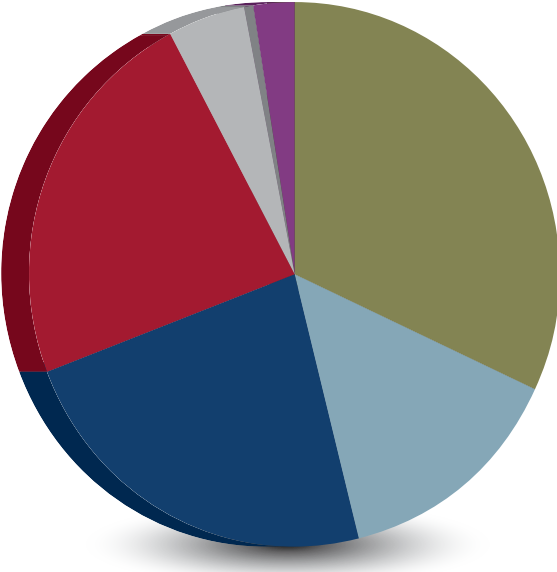
Students by SOF Category

■ SOF	5	11%
■ SOF Enabler	36	77%
■ Non-SOF	6	13%
SOF & Enabler Total %		87%

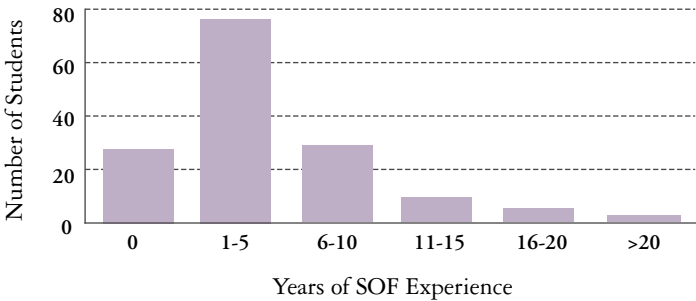


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.5
The information provided in this course will be useful to me in my job.	4.8	4.6
I would recommend this course to others.	4.9	4.7

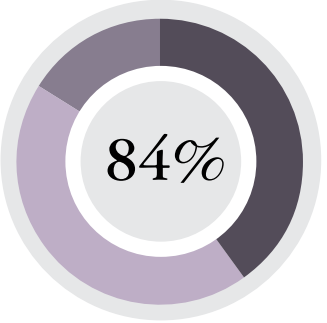


Years of SOF Experience



Students by SOF Category

■ SOF	66	40%
■ SOF Enabler	72	44%
■ Non-SOF	26	16%
SOF & Enabler Total %		84%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.7	4.7

CENTER FOR CONTINUING EDUCATION

Theater Special Operations Command Staff Education Course

This course is designed for TSOC staff members unfamiliar with the SOF and joint communities. This course will provide TSOC members baseline knowledge on SOF doctrine, related policy, theory and supporting activities in order to enhance their ability to be effective and efficient TSOC staff members. The course will examine special operations, USSOCOM and the TSOCs, national security/military strategy, irregular warfare, security force assistance (SFA) and foreign internal defense (FID), the joint operational planning process (JOPP), and U.S. Embassy organizational structure and interaction with the U.S. military.

COURSE CODE: SOC 2210
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations	11
On-Station	0
Off-Station	11
Students	215
Academic Hours	32
Student Contact Hours	6880
Military Students	
Officer	45%
Enlisted	55%

Participating Interagency: 1

CENTER FOR CONTINUING EDUCATION

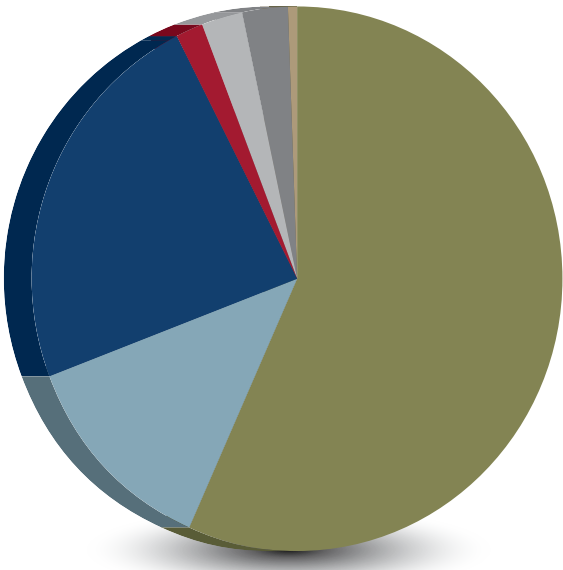
Theater Special Operations Command Staff Preparation Course

This course is designed for staff officers, NCOs, and civilians who are en-route to staff positions at the TSOCs. This course uses a blend of online and resident curriculum to prepare students for their TSOC staff duties. The course examines the roles and functions of a TSOC; the TSOCs' roles in security cooperation; the key points of TSOC plans, interagency relationships, and regional security issues; and how TSOCs support theater and USSOCOM priorities to achieve U.S. strategic objectives.

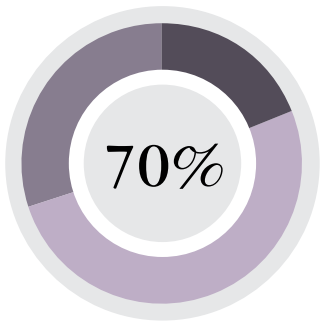
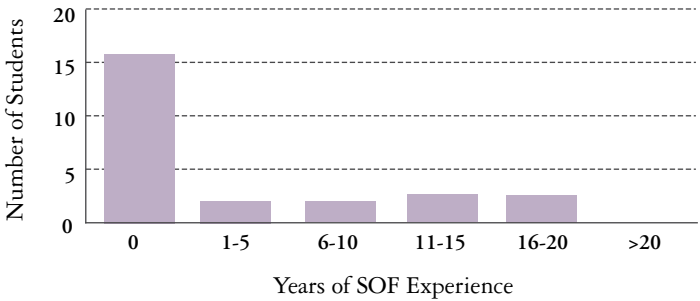
COURSE CODE: SOC 3610
LENGTH: 3 Wks

Total Iterations	5
On-Station	5
Off-Station	0
Students	70
Academic Hours	120
Student Contact Hours	8400
Military Students	
Officer	60%
Enlisted	40%

Participating INT'L Countries: 1



Years of SOF Experience

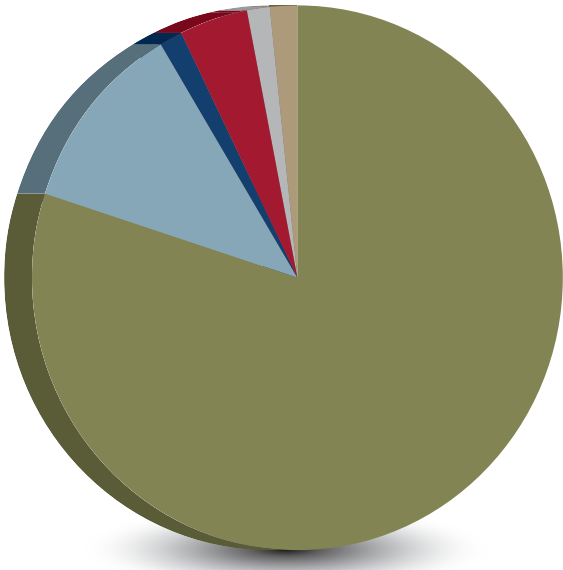


Students by SOF Category

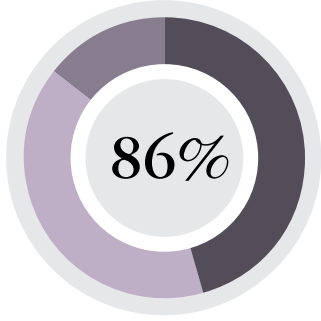
SOF	41	19%
SOF Enabler	110	51%
Non-SOF	64	30%
SOF & Enabler Total %		70%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.8	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.8	4.7



Years of SOF Experience



Students by SOF Category

SOF	32	46%
SOF Enabler	28	40%
Non-SOF	10	14%
SOF & Enabler Total %		86%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.8	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.8	4.7

CENTER FOR CONTINUING EDUCATION

USSOCOM Staff Education Program – Advanced

This course is a USSOCOM chief of staff-directed course designed to provide select staff officers assigned to key directorate/division positions with advanced skills, knowledge, and abilities that stimulate deep independent thinking and problem solving, mental flexibility, and increases proficiency with processes and process models required to effectively operate within the complex organization of USSOCOM. The course will provide graduates with the ability to differentiate between various best practices in order to manage and lead effectively during their assignment to HQ USSOCOM.

COURSE CODE: SOC 5445
LENGTH: 10 Days

Total Iterations	2
On-Station	2
Off-Station	0
Students	39
Academic Hours	80
Student Contact Hours	3120
Military Students	
Officer	100%
Enlisted	0%
Participating Interagency: 1	

CENTER FOR CONTINUING EDUCATION

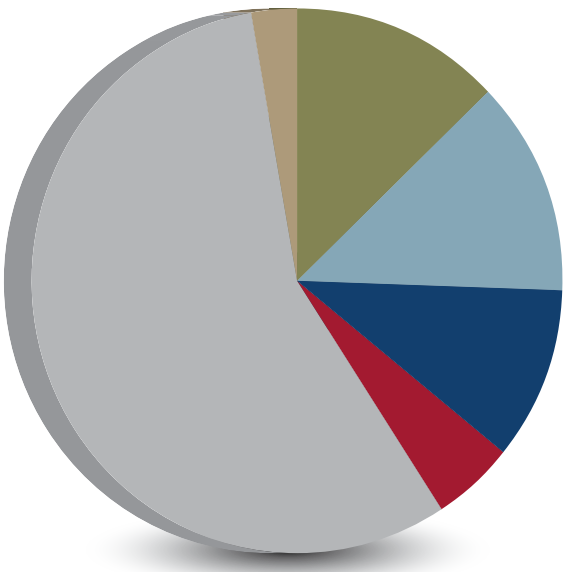
USSOCOM Staff Education Program – Executive

This course is a USSOCOM chief of staff-directed executive leadership course for selected officers and civilians assigned to directorate and/or division-level positions within HQ USSOCOM. The course introduces best practices in critical/strategic thinking, innovation, problem solving, risk management, negotiations, influence leadership, persuasive communication, and trust. The course will provide graduates with advanced skills, knowledge, and abilities that stimulate innovative thinking to aggressively lead within the complex organization of USSOCOM.

COURSE CODE: SOC 5455
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations	1
On-Station	1
Off-Station	0
Students	12
Academic Hours	40
Student Contact Hours	480
Military Students	
Officer	100%
Enlisted	0%

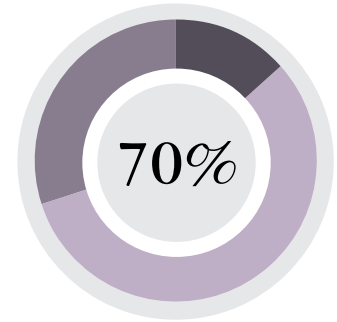


Years of SOF Experience



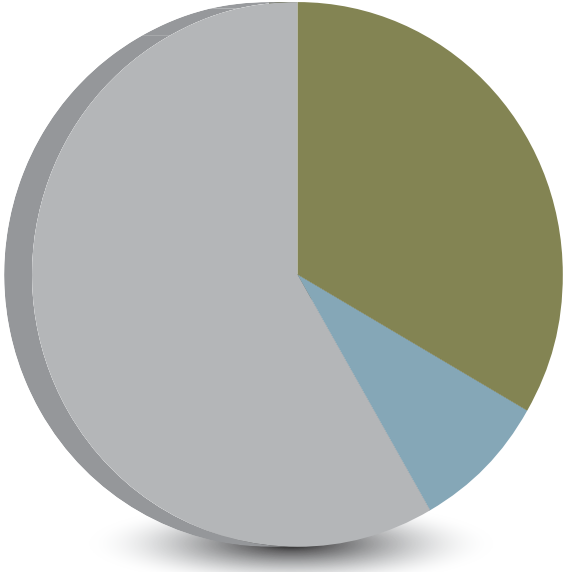
Students by SOF Category

SOF	5	14%
SOF Enabler	21	57%
Non-SOF	11	30%
SOF & Enabler Total %		70%

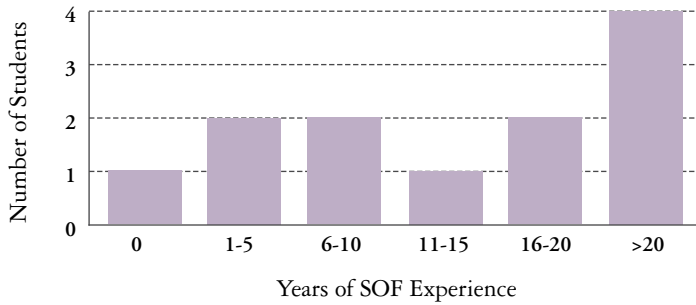


OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.7	4.6
I would recommend this course to others.	4.9	4.7

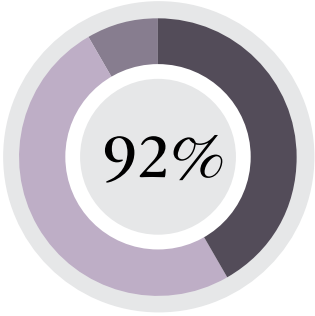


Years of SOF Experience



Students by SOF Category

SOF	5	42%
SOF Enabler	6	50%
Non-SOF	1	8%
SOF & Enabler Total %		92%



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.8	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	5.0	4.5
The information provided in this course will be useful to me in my job.	5.0	4.6
I would recommend this course to others.	5.0	4.7

CENTER FOR CONTINUING EDUCATION

USSOCOM Staff Education Program – Foundations

This course focuses on USSOCOM’s Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The curriculum provides an overview of the staff processes and procedures necessary to function as a staff action officer within the HQ USSOCOM. This is a USSOCOM chief of staff-directed orientation course designed for newly assigned military and government civilians to the HQ USSOCOM. Registration for this course is completed while in-processing to USSOCOM.

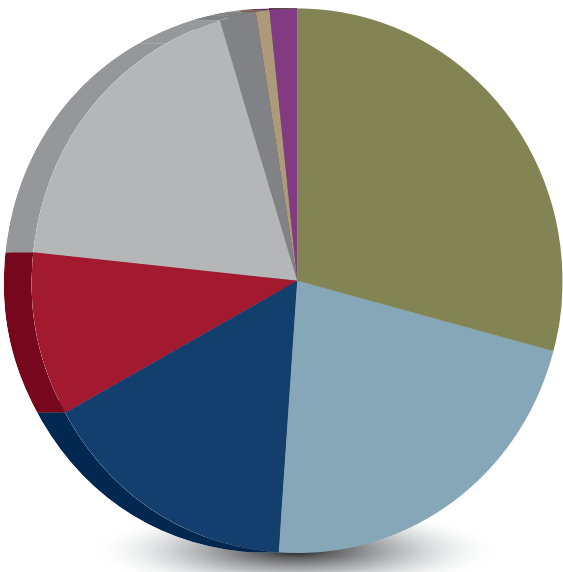
COURSE CODE: SOC 1215	
LENGTH: 10 Days	
Total Iterations	8
On-Station	8
Off-Station	0
Students	215
Academic Hours	72
Student Contact Hours	15480
Military Students	
Officer	78%
Enlisted	22%

CENTER FOR CONTINUING EDUCATION

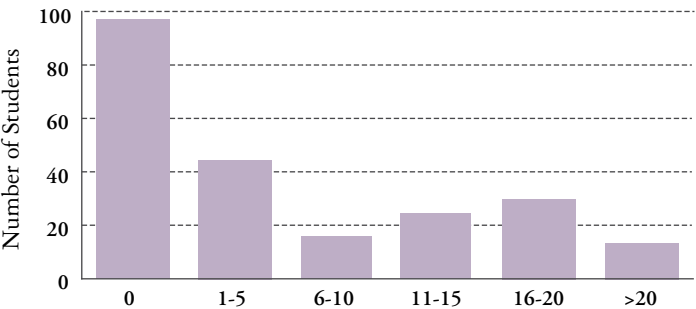
USSOCOM Staff Education Program – National

The United States Special Operations Command (USSOCOM) Staff Education Program (USEP)-National focuses on USSOCOM’s Title 10 and combatant command responsibilities as well as its unique service-like and major force program functions unique to the National Capital Region (NCR). This is a USSOCOM chief of staff directed course designed for newly assigned military and government civilians to the USSOCOM Headquarters with duty in the NCR.

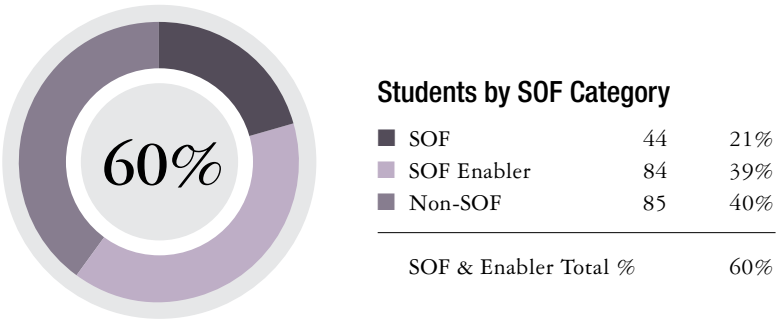
COURSE CODE: SOC 4215	
LENGTH: 3 Days	
Conducted as a MET Course	
Total Iterations	2
On-Station	0
Off-Station	2
Students	15
Academic Hours	24
Student Contact Hours	360
Military Students	
Officer	86%
Enlisted	14%



Years of SOF Experience

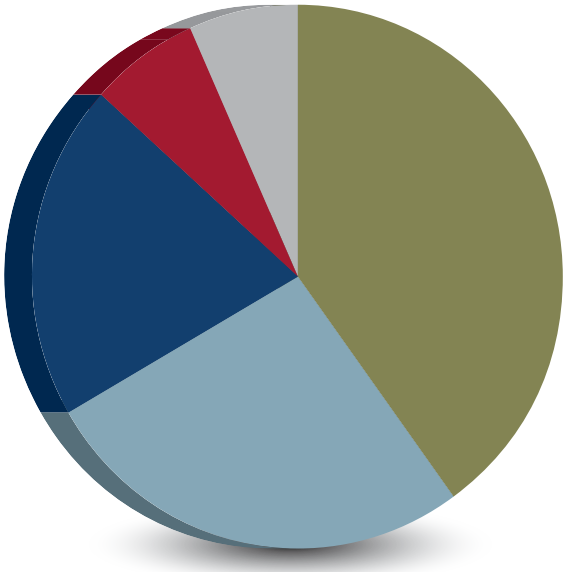


Students by SOF Category



OVERALL COURSE SURVEY RESULTS

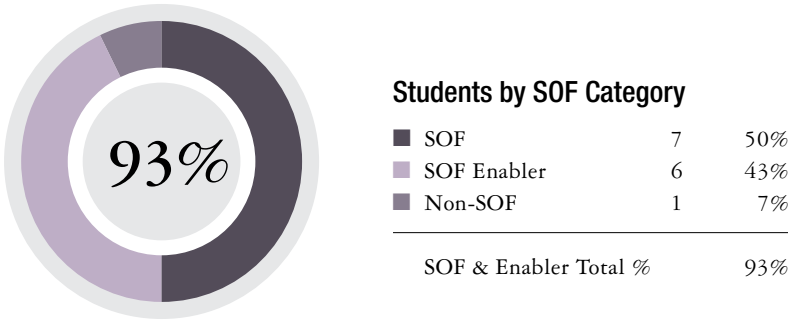
	CRS	UNIV.
The course was well organized.	4.6	4.7
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.5
The information provided in this course will be useful to me in my job.	4.5	4.6
I would recommend this course to others.	4.5	4.7



Years of SOF Experience



Students by SOF Category



OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.5
The information provided in this course will be useful to me in my job.	4.8	4.6
I would recommend this course to others.	4.8	4.7

DEPARTMENT OF ACADEMIC AFFAIRS

Methods Of Instruction Course

This course prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the ISD process, and development of level-of-learning lesson plans are provided to allow immediate application of the instructional strategies that are discussed and practiced within the course. The latter part of the course introduces learning evaluation and addresses basic principals in test-item validity and construction. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

Note: Faculty Development Course Pilot was executed in AY15 and will replace MOIC in AY16 for JSOU faculty.

COURSE CODE: SAA 2225
LENGTH: 10 Days

Total Iterations	3
On-Station (FDC Pilot)	2
Off-Station	1
Students	29
Academic Hours	76
Student Contact Hours	2204
Military Students	
Officer	43%
Enlisted	57%
Participating INT'L Countries	1

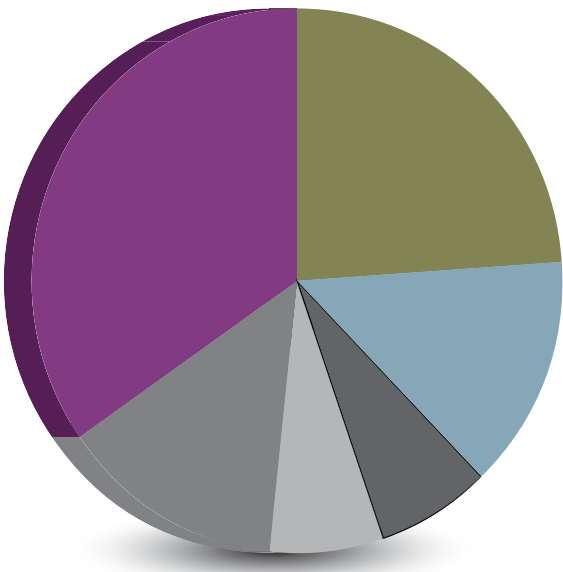
DEPARTMENT OF ACADEMIC AFFAIRS

Methods Of Instruction Course –
Abbreviated

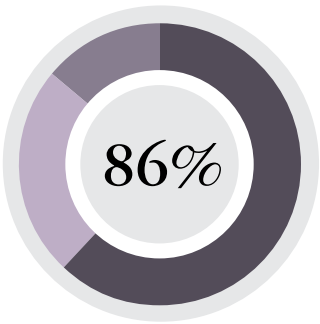
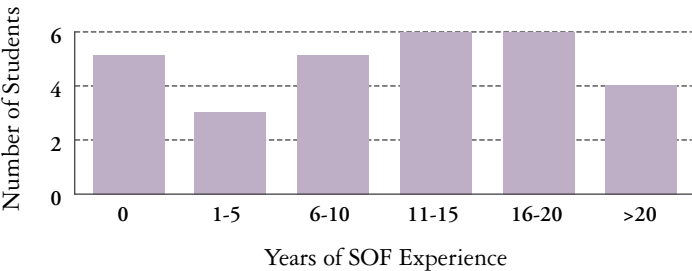
This course prepares JSOU adjunct faculty members to teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the ISD process, and development of level-of-learning lesson plans are provided. The second part of the course focuses on effective teaching techniques to include proxemics, questioning, and use of technology. The instructional methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance.

COURSE CODE: SAA 2227
LENGTH: 1 Day

Total Iterations	4
On-Station	4
Off-Station	0
Students	34
Academic Hours	8
Student Contact Hours	272
Military Students	
Officer	76%
Enlisted	24%



Years of SOF Experience

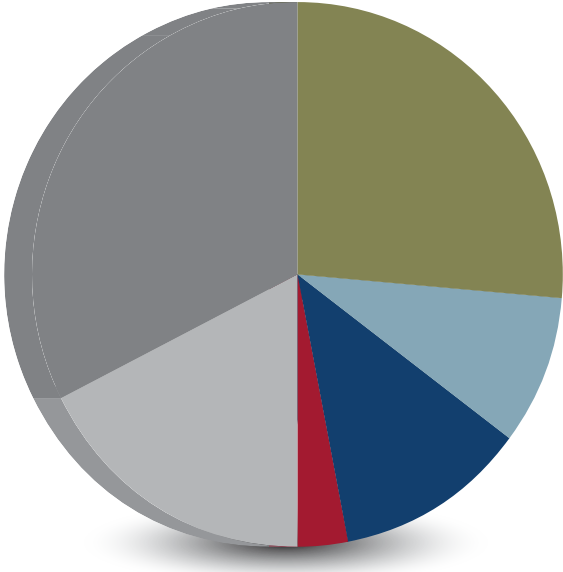


Students by SOF Category

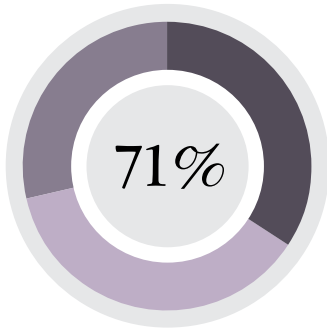
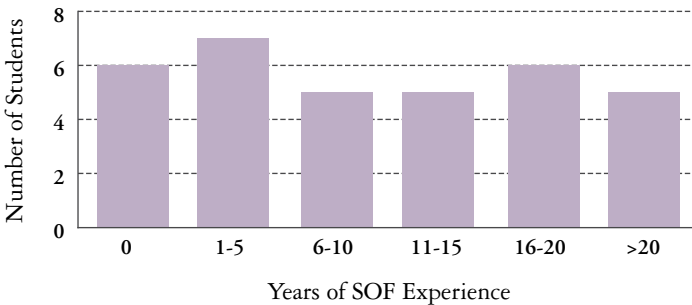
SOF	18	62%
SOF Enabler	7	24%
Non-SOF	4	14%
SOF & Enabler Total %		86%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.7
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.7	4.6
I would recommend this course to others.	5.0	4.7



Years of SOF Experience



Students by SOF Category

SOF	12	34%
SOF Enabler	13	37%
Non-SOF	10	29%
SOF & Enabler Total %		71%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.7
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.6	4.5
The information provided in this course will be useful to me in my job.	4.6	4.6
I would recommend this course to others.	4.7	4.7

GLOSSARY

ACCET	Accrediting Council for Continuing Education and Training	MISO	Military Information Support Operations
ACE	American Council on Education	NATO	North Atlantic Treaty Organization
ACICS	Accrediting Council of Independent Colleges & Schools	NAVSPECWARCOM	Naval Special Warfare Command
AFB	Air Force Base	NCO	Noncommissioned Officer
AFSOC	Air Force Special Operations Command	NCR	National Capital Region
AY	Academic Year	NDAA	National Defense Authorization Act
CCE	Center for Continuing Education	NORTHCOM	Northern Command
CEP	Career Education Program	NSHQ	North Atlantic Treaty Organization Special Operations Forces Headquarters
CEU	Continuing Education Unit	NSW	Naval Special Warfare
CHEP	Certified Higher Educational Professional	OSD	Office of the Secretary of Defense
CMO	Civil-Military Operations	PACOM	Pacific Command
CSOSR	Center for Special Operations Studies and Research	PME	Professional Military Education
CTF	Counter Threat Finance	POTFF	Preservation of the Force and Family
CTFP	Counter Threat Finance Program	RS	Religious Support
CREES	Regional Center for Strategic Security Studies (translated)	RSSL	Retired SOF Senior Leaders
CYBERCOM	Cyber Command	SC	Security Cooperation
DCR	DOTMLPF-P Change Request	SEA	Senior Enlisted Advisor
DISAM	Defense Institute of Security Assistance Management	SES	Senior Executive Service
DL	Distance Learning	SFA	Security Force Assistance
DOD	Department of Defense	SO	Special Operations
EUCOM	European Command	SOCAFRICA	Special Operations Command Africa
FID	Foreign Internal Defense	SOCCENT	Special Operations Command Central
FMS	Foreign Military Sales	SOCEUR	Special Operations Command Europe
FY	Fiscal Year	SOCKOR	Special Operations Command Korea
FYDP	Future Years Defense Plan	SOCNORTH	Special Operations Command North
IC	Intelligence Community	SOCPAC	Special Operations Command Pacific
IMSO	International Military Student Office	SOC SOUTH	Special Operations Command South
ISD	Instructional Systems Design	SOF	Special Operations Forces
IT	Information Technology	STRATCOM	Strategic Command
IW	Irregular Warfare	TRANSCOM	Transportation Command
JKO	Joint Knowledge Online	TSOC	Theater Special Operations Command
JOPP	Joint Operational Planning Process	USA	United States Army
JPME	Joint Professional Military Education	USAF	United States Air Force
JSOFSEA	Joint Special Operations Senior Enlisted Academy	USAFRICOM	United States Africa Command
JSOU	Joint Special Operations University	USASOC	United States Army Special Operations Command
JSOU-EA	JSOU Enlisted Academy	USCENTCOM	United States Central Command
JTF	Joint Task Force	USMC	United States Marine Corps
LMS	Learning Management System	USN	United States Navy
MARSOC	Marine Corps Special Operations Command	USSOCOM	United States Special Operations Command
MET	Mobile Education Team	WHINSEC	Western Hemisphere Institute for Security Cooperation